



## The Importance of Distributed Leadership Practice Perceived By the Head of the Department: A Study of a Public University in Afghanistan

Saadatullah Safi<sup>1</sup>, Ismail Shinwari<sup>2</sup>, Saeedullah Rahmatzai<sup>3</sup>

<sup>1,2,3</sup> Assistant Prof., Sayed Jamaluddin Afghani University, Faculty of Education, Department of English

**ABSTRACT:** This qualitative scale research means to comprehend the act of distributive leadership among senior colleges as like chancellor deans and administrators. The scientist used a non-trial subjective, grounded hypothesis to look into the plan. Theoretical framework distributing leadership in a school network gives a chance for educators to impact important community-oriented or collaborative practices through shared authority. Spillane (2005) clarified that dispersed leadership is a point of view of a calculated or analytic instrument for pondering school authority. It's anything but a definite diagram for viable authority, nor an expose of how the leader ought to be practiced and shared duties have been a guide in creating research questions. A solitary respondent included, which was the head of the department. The information was gathered utilizing meeting strategies dependent on semi-organized inquiries. Meeting information was dissected through a precise coding procedure to discover themes. In view of the examination of these topics, the most noteworthy subjects that developed reliably are hierarchical culture measurement, trailed by vision, strategic, authoritative objectives measurement, trailed by a common duty measurement, and the least is the element of initiative practices. The university vision, crucial, objectives were shared among individuals in the arranging and performance of exercises. Be that as it may, as a type of authority dependent on shared exercises, there are still spaces for improvements, for example, common trust, closeness, and sharing of obligations.

**KEYWORDS:** Distributed Leadership, Head of the Department, Management, Public University, Training.

### I. INTRODUCTION

Distributed Leadership is apprehensive the performance of leadership as different to obviously the jobs power or responsibilities. Distributed leadership implies activating leadership mastery at all levels in the school produce widely for alteration to collect the limit with regards to progress. The Spillane (2006) structure has revealed for distributed leadership comprises of three parts followers, leaders, and the situations and each of the three components are viewed as important to examine the administration practice.

Furthermore, distributed leadership is a theoretical and expository way to deal with seeing how crafted by authority happens among the individuals and with regards to a perplexing association. Leadership not only in common, also distributed leadership adds to individuals' opinion that the structure of rules inside an association is reasonable, genuine, and this encourages the accomplishment of different changes in an association (Dambrauskienė 2018).

In addition, distributed leadership is about authority exercises and dynamic surpassing the proper positions. It is communicated in participation, sharing ability and information, starting, duty, and responsibility. Generally, the essentialness of distributed leadership for different parts of school culture, for example, proficient cooperation and self-adequacy, decidedly connected with instructor work fulfillment and student accomplishment (Torres 2019). An inclusive spreading of leadership, where the whole network is submitted both to learn and the association's turn of events, is viewed as a significant factor in educational achievement (Barrios-Arós 2020). It exhibits the opportunities for positive results to happen in battling urban schools when the leadership is broadly appropriated, in this way expanding the leadership potential in the school and influencing social change (Miner 2020).

A state-funded university is a university that is dominantly supported by open methods through a national or state government, rather than private colleges or universities. Regardless of whether a national university is viewed as open differs starting with one nation then onto the next, to a great extent relying upon the particular instruction scene. In certain pieces of the world, state-funded colleges ordinarily appreciate higher notoriety locally and they are frequently among the most powerful research establishments on the planet.



Besides, the head of department of a university is answerable for driving the advancement of a particular branch of knowledge, and for dealing with the department personnel and monetary assets assigned to them under their department. The head of department of the university applies to named post holders who have an obligation regarding either a scholastic department or faculty. Heads of the Department are named by and are mindful of the bad habit chancellor workforce senior member. Utilizing administration and the board aptitude, head of department control, and propel academic staff inside an office. They may facilitate work exercises and recruit new lecturer, among different obligations. Working with different directors and officials, they decide the yearly money related objectives of the office and guarantee departmental achievement. The primary job of the Head of a Department is to create solid scholarly administration. All HOD's are important to rehearse power, make a fantasy, and utilize others to satisfy the perceived departmental structure and strategy inside the workforce (Shinwari 2020)

All in all, the research uncovers that the abilities of teachers in public universities appear to be less of a significant measure for surveying quality. This was to be sure amazing as a scholarly staff is essential to the advancement of the information on the students. The limits of speakers in universities have all the earmarks of being to a lesser extent a critical standard for assessing quality. This was without a doubt amazing as the academic staff is pivotal to the improvement of the information on the students (Derani 2016). In Afghanistan, higher education is giving by open and private advanced education organizations. Afghanistan presently has 39 public and in excess of 128 private higher education establishments. MoHE (2017) expressed that because of wonderful development found in private higher education establishments, the MoHE is directly coming about, and arrangement reluctant the development of private universities (Shinwari 2020).

## II. LITERATURE REVIEW

Even though distributed leadership, as indicated by Spillane (2006) uncovered in three measurements of distributed leadership that first, collaborated distribution; where at least two people cooperate in time and spot to execute a similar initiative daily schedule. Second, Collective distribution, where at least two people work independently however reliantly to institute an administration schedule. Third, coordinated distribution: where at least two people work in succession so as to finish an authority schedule. Distributed leadership perspective, and was an enterprise to give a perception of how heads of department make teachers inside the legitimate setting of different instructive foundations and head of department jobs (Eberlein 2018). (Greany 2018) stated that the continually altering and creating social orders, educators' capacity to alter and expand performs is fundamental. Research on the acknowledgment of progress by instructors indicated that apart variables, for example, art of school, educators' ability, and colleagues' relationships with each other's, dispersed control is significant (Brown 2019; Leithwood 2010). (Harris and DeFlaminis, and Woods, 2016), revealed that regardless of whether school pioneers receive DL as a beginning stage with school association is subject to their view of this specific administration point of view

(Harris and De Flaminis, and Woods, 2016) uncovered that anyhow relying upon the field of reference that authoritative issue, instructive theme, between more, distributed leadership in a school is the powerful utilization of relies upon the principle opinion of knowledge. To begin with, when school pioneers award space to colleagues for arriving at a more extended term objective development of school, and utilizing vital distributed leadership. Second, down to earth conveyance happens when principals delegate undertakings specially appointed as a result of expanding requests (Holloway 2017).

Thusly, it is significant for school pioneers to abuse the ability accessible in the group and urge instructors to step up to the plate and accept accountability. Such a method for working can reinforce educators' dedication and their contribution to change (Ross 2016). The need to investigate new types of authority in schools, among other accessible other options, prompts the reflection upon the manner by which explicitly from the chief's office. it is created, executed, and dispersed (Hope 2016). The ideas of leadership are visualized as an intense test on the planet economy described by the business condition, which is named as lively, vigorous, and serious. Taking care of such a serious monetary condition would basically expect associations to change and experience hierarchical changes to have the option to adapt to business patterns (Mikalef 2018). Authoritative change is viewed in a general procedure that relies upon the productivity and achievement of these progressions which rely upon the manner in which they are done and introduced to the associations' populace (AlGhanem 2019).

There is a misconception identified with distributed leadership inside the school condition. Also, there is a nonappearance of a far-reaching structure for various practices and impacts of distributed leadership on the educational system (Tian, Risku, and Collin 2016). (Tian 2016) indicated that no accord meaning of distributive leadership exists, albeit some center components



recognize it from other administration ideas; that is, distributed leadership infers that administration in the association involves a dynamic, intuitive procedure among people who structure gatherings. I have given a review of the field of distributed leadership, how it has created, and zones for additional thought. It has been shown that the idea of distributed leadership bears numerous likenesses to thoughts, for example, 'shared', 'aggregate', 'community-oriented', 'eminent' and 'co-administration and has some basic hypothetical and pragmatic causes (Bolden 2011). The Head of the department is an important connection among principals and instructors in their homerooms. This backing the view that head of departments has formal obligations and accountabilities and they employ an even and a vertical impact (Eberlein 2018).

### III. METHODOLOGY

This was a small qualitative study wherein content investigation was applied after semi-organized interview was led with the head of department in a public university in Afghanistan. It takes a glance that how the head of department sees distributed leadership practice in the work environment. All through, the Afghan researched into the job of these people goes about as a standard to look at the circumstance in Afghan public university. Obviously, we need to take incredible consideration not to expect that what is ideal for a college in Afghanistan. In any case, there may at present be exercises to be scholarly with respect to amplifying the estimation of those people who go about as center level pioneers in such universities. The fundamental reason for the exploration was to investigate sees the importance of distributed leadership practice of the head of department in public university in Afghanistan. This was finished by endeavoring to respond to the accompanying research questions:

- A. How the school/organizational understand on the concept of relevant models/theories?
- B. How they perceived the model/theories whether it has beneficial on their organizational/school context?
  - I. To what extend the models/theories benefits to their organizational/school context?
  - II. Do studied models/theories have some advantage in solving problems within their organizational/school context? If yes, what issue that being solved? If it is not solving any issue? Why?
  - III. How teachers perceived on the implementation or practice of the relevant models/theories? Please explain?
  - IV. What are challenges faced by school leaders in implementing the models/theories? Please explain?
  - V. What challenges faced by teachers while implementing the models? Please explain?
  - VI. What suggestions, hope and future that can be forward by the organizational/school leaders/teachers to improve the quality of implementation of the relevant models? Please explain?

So as to respond to these inquiries, information was gotten by utilizing a semi-structured interview.

### IV. PARTICIPANT

The principle member was the head of the department of a state-funded university in Afghanistan with a solid corporate foundation, a compact all-inclusive nearness, and an amazing scholastic continue, and strong corporate establishment, strong overall proximity, and an extraordinary academic resume. The whole meeting was held in the workplaces of the particular interviewees. The meeting permitted people to share their comprehension with respect to authority, preparing, and worth was as a head of the department.

### V. DATA COLLECTION

A meeting show was set up to facilitate the research targets and research inquiries of this study. The interview questions were semi-sorted out to allow various requests to create during the meeting method and additional considerations could be explored. The use of the gathering guide allowed more structure, which subsequently encouraged the analyst's endeavor of masterminding and separating meeting data. The general air in all meetings was incredibly agreeable, with the interviewees giving total thought around at that point. In spite of the fact that their ability to center, their social capacities, and their ability for self-reflection contributed fundamentally to the idea of the gatherings. Each meeting coordinated took around 45 minutes. A recorder contraption was used with assent from those met.

A meeting was upheld with an examination of chronicles containing a discourse and an open chat on subjects of pre and post-getting ready of the leader of the division. The talks were also recorded with approval from the leader of the office. Field notes with portrayals, direct references, and spectator comments were recorded not long after the recognitions (Merriam, 1998). Consequently, the expert pulled around her journal and recorded her observations at the most punctual open door after a discernment.



## VI. DATA ANALYSIS

This interview was semi-structured and sound recorded, recorded accurate and one member was the head of the department of a public university in Afghanistan. An outline was sent to the participants for respondent confirmation, the member checked this rundown. The Analysis began straightforwardly after the meeting and proceeded at the same time with information collection. The subjects picked for our meetings dependent on the unique authority preparing when special leadership training for before and after appointing the head of the department, whereby the ideas of occupation assets, work requests, and job communication were at first viewed as primary topics. Related watchwords for an asset could show positive feelings or articulations, related catchwords for request could demonstrate negative feelings or articulations. We likewise made notes if such remarks were made according to one job or if these influenced different jobs. One citation could contain different codes. During the examination, codes and results were talked about among different creators consistently to additionally refine coding and think about rising topics. We again surveyed our codes utilizing work commitment writing and chose to include as sharpening ideas execution input and assets and requests on an individual level as a sharpening idea. All the more explicitly, we remembered for the layout whether an asset or request was owing to the work or the member, utilizing indistinguishable watchwords from previously. Now, the codes stayed unaltered yet an elective course of action of subjects was picked to wager after every update of the topics and codes, all past interview was returned to and broke down with the new coding structure.

## VII. IDENTIFIED THEMES

Questioners should develop a positive early presentation. They should dress expertly men in ties even on 7 May April 2020, but barely progressively agreeable apparel is best when the respondents are financially troubled. They should reliably appear before the normal time and review the inspiration, having allowed vitality for potential travel delays and getting lost, rather than danger appearing even one second late. Offering thanks to the respondent for the social event and offering a business card can add to capable legitimacy.

To record or not to record, that is a key educated choice. A little propelled recorder, if approval is truth be told, licenses the examiner to be even more adequately busy with the conversation similarly as to think about the best next request instead of concentrating on recording answers. In any case, if the focuses made sure about territory at all fragile, respondents may be quelled by a recording device, whether or not complete security at whatever point ensured and consent is given; a couple of individuals disregard the recorder is running, be that as it may, others stay careful.

When taking notes, examiners should do also as can be normal with their own shorthand systems. They ought to use cites when forming verbatim articulations. Various notes will be rephrased and should be treated as such when forming the report; be that as it may, it is fundamental to record in the very same words and put cites around a particularly critical or vital comment.

## VIII. USING THEORY FOR DEVELOPMENT

The data revealed from the respondent about providing concept of relevant models/theories for his department. It is indicated that:

“When I was appointed as head of department, I do not know about any model or theories, after a couple of years when I attended a leadership workshop prepared by ministry of higher education than I started to think about the theory and which on is the best for my department. I studied many theories and then I realized on theory of (Spillane 2006)”.

Smith (2016) has given a large group of surveys and studies in the domain of compelling authority with the reason to outline the potential administration styles, approaches, and bits of knowledge into what comprises successful initiative characteristics in instructive foundations. James Spillane, the main master in Distributed Leadership, shows how authority occurs in ordinary practices in schools, through conventional schedules and casual collaborations.

## IX. REFLECTION OF THINKING

We have discussed about the theories and models which more effective for their department, the chair provides information about the theory which he following in his departmental tasks as follow:

“The structure of the (Spillane 2006) theory for distributed leadership comprises of three parts followers, leaders, and the situations and each of the three components are viewed as important to examine the administration practice. So, I realized that this theory is the best for my department”.



So, it is uncovered that the ministry of higher education does not have any special program and leadership training for their staff and faculty members. Comprehended as a social impacting process, authority ideas contrast as far as who applies impact, the nature of that impact, the reason for the activity of impact, and its results (Cambridge Assessment, 2017).

## X. QUALITY MANAGEMENT

The data gained from the respondent about extend the theory benefits to their relevant department and shared a lot of information about that as below:

“The theory clarifies how some part of human conduct or performance is sorted out. It in this way empowers us to make expectations about that conduct. The segments of the hypothesis are ideas and standards. An idea is a characteristic portrayal of a genuine thing as like tree, seat, table, PC, separation, and so on”.

Theory is genuineness, skill, openness, responsibility, uprightness, fortitude, straightforwardness, creative mind. To know the four elements of authority supporter, pioneer, correspondence, circumstance. To know yourself as qualities and shortcomings of your character, information, and abilities. (Yusuf 2017) further clarifies, takes part in how pioneers create and encourage the accomplishment of the crucial vision, create values required for long haul achievement, and execute these by means of suitable activities and practices.

## XI. CAPACITY OF LEADERSHIP

Every leader of an organization has their own ability of leadership skills related to job, position and activities. My respondent told me advantage in solving problems within their department that:

“It looks at the circulation of initiative among directors, masters, and instructors in the department, and clarifies the manners by which administration practice is extended over leaders, supporters, and parts of the circumstance, remembering schedules and devices of different sorts for the association, for example, notices, booking methodology, and assessment conventions. According to theory I am following the followers’ activity, share some power and when somethings happened I easily solving the problems”.

In other words, while clinging to a socio-cultural position which views the main procedure as having an ontological status, Spillane's exploration by the by seems to appoint ontological status likewise to singular specialists. Spillane's socio-cultural approach under-theorizes the topic of intensity in the dispersed initiative. It is basic to recognize formalized practices created to upgrade representative execution, in which systems are planned and well-engrained in the objective association (Williams and Lee, 2016)

## XII. IMPLEMENTATION AND SKILLS

The data obtained from the respondent about teachers perceived on the implementation practice relevant skills. He indicated that:

“They encourages me to value the way that leading and learning is persistent. Frameworks thinking likewise advances cohesiveness in educational institutions where do activities together for cooperate towards a shared objective. theory of the leadership likewise impact dynamic as in how to take care of issues with a particular goal in mind.”

These progressions prompted an expansion in the uneasiness of scholastic staff as their independence diminishes with the development of new regulatory units that can prompt an authority emergency (Khalid, Islam and Ahmed 2019).

## XIII. PROSPECTIVE STRATEGIES

The respondent told about the challenges faced by the head of department in implementing the theory which are easily solve the problems and said that:

“In any case, different skills of administration styles are using in department, which revealed the relationship the head of department has with others just as how he approaches leading. The Theories of the DL are helpful for the head of department and followers in the Education framework. The heads apply them in genuine circumstances, for example, Spillane 2006 theory. Theory of the DL additionally impact dynamic as in how to take care of issues with a particular goal in mind”.



For improving quality of preparation course, the head of department suggests that government must arrange course of three or four months within the country or abroad. The ministry of higher education stated in the strategic plan that every for every department will have special training especially for those who never attended any kind of leadership training.

#### XIV. PROBLEMS OF TEACHERS

The interviewees mention that here I can examine a portion of the top teachers' challenges looked by the head of department in the current theory using as follow:

“Absence of time for planning, a lot of work, execution pressure from head of the department, adjusting differing learning needs, handle an excessive number of bosses, get wear out effectively, absence of legitimate subsidizing. The greatest test is how would you do this, keep it fascinating so the understudies will remain in class, keep it pertinent so they state 'ah, I comprehend why I am learning this, this is significant,' and keep it with the goal that they all can learn together rather than 'Well I'm just concentrating on this gathering or this gathering’”.

Nowadays, overseeing schools significantly is turning out to be increasingly unpredictable. In such a manner, department head can't lead the department alone. Hence, they fabricate a trusting, empowering network that progresses in the direction of a mutual vision. Leaders share the dynamic with others, realizing that everybody engaged with the school network has something important to give. Leaders additionally perceive initiative traits inside others and bolster and urge them to develop and build up these aptitudes (Erwin 2020).

#### XV. FURTHER PLAN

The respondent mentions the suggestions, hope and future plan that can be forward by the head of department and lecturers to improve the quality of implementation of the relevant models are operating in the department as:

“I want to feel sentiments and I understand that it is alright to feel torment, let yourself be tragic, furious, or some other feeling, make an arrangement, realize that others battle, connect, acknowledge the support, help other people, appreciate, and no disgrace. My recommendations are to improve in a contention, regularly uninvolved to render unfit or weak by chuckling, distress, weariness, to defeat by the exhaust, to conquer, and to follow the Spillane theory”.

For every leader it is important that he/she have to attend the special course of leadership and implement in their department. Distributed leadership generally as an appointment of foreordained undertakings than the association among leaders, supporters, and circumstances (Alava 2017).

#### XVI. CONCLUSION

This small article presented a complete procedure for following the distributed leadership theory of Spillane (2006) leading a proper evaluation of distributed leadership for department chairs in higher education. We accept this structure will help fill the hole in proficient advancement programs for chairs. Further, distributed leadership authority as a marvel which in its crude structure can be found in the official structures of the school and as designation dependent on a conventional situation in the further developed view circulated initiative can be viewed as a collaboration among the supervisory crew and in the circumstances in the official and informal structures of the school (Alava 2017). By concentrating on the imperative information, aptitudes, and capacities seats use to achieve explicit undertakings are maybe progressively generalizable across divisions in the university.

Furthermore, the incorporation of the research gave numerous points of view on distributed leadership from applicable constituents while guaranteeing that occupants were effectively engaged with the appraisal. In spite of the fact that chairs gave comparable appraisals of preparing need on many occasions for certain things (for example information on protected innovation rights, capacity to advance the division or program's picture and notoriety and capacity to urge employees to submit a proposition for outer agreements and awards).

All in all, this article could be viewed as a pilot study that gives a significant showing of how to lead an appraisal of preparing requirements of distributed leadership for department. It is our expectation that this research will encourage activities to proactively address the constrained preparing opportunities that numerous chairs and directors currently



experience in institutions in Afghanistan and worldwide; endeavors ought to be made to reproduce our strategies and results in assorted societies around the globe.

## XVII. LIMITATIONS AND FUTURE RESEARCH

Regardless of the utility of this study approach to recognizing the implementation of Spillane (2006) theory of distributed leadership as a head of the department, it does have limitations. One possible limitation is that reactions may have been dependent upon determination disposition; in that lone those chairs who felt they were most using distributed leadership responded. If so, in any case, we would recommend that these are decisively the people whose reactions are generally significant, as people who choose not to react in light of the fact that they are happy with the norm may not give important indicative data about the preparation needs of department chairs. Further, it is possible that high scores on chair professional improvement' may likewise reflect request attributes or potential reaction inclination. Through the strategy portrayed right now, universities can conceivably give an advisory group the data and strategies expected to distinguish the preparation needs of that university's department chairs. At long last, I thank an unknown reviewer for bringing up that we prohibited another key voting public, the regulatory staff, from our examinations. We firmly urge future research to consider these significant people and their job in and point of view on department chair leadership.

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