

**THE CAUSAL RELATIONSHIP BETWEEN PARTICIPATORY
DECISION MAKING, JOB SATISFACTION AND TEACHER
PERFORMANCE IN BHUTAN**



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ABSTRACT

The purpose of this article was to develop and validate the causal relationship between participatory decision-making, job satisfaction and teacher performance in Bhutan. A sample of 228 teachers was selected through multistage sampling technique. The questionnaires were distributed to all the teachers of nine secondary schools having classes seven to twelve. Descriptive analysis was performed by using the SPSS program for Windows. The correlations and the significant relationships between observed variables were studied. The conceptual model was empirically validated by using structural equation modeling with LISREL. The causal model of teacher performance consisted of three latent variables; they are participatory decision making, job satisfaction and teacher performance. All the latent variables were measured by nine observed variables.

The results showed that casual model of teacher performance in Bhutan fit with the empirical data, as indicated by excellent fit indices, Chi-square= 13.87, $df= 10$, $p = 0.18$, GFI = 0.99, AGFI = 0.94, RMR = 0.01, RMSEA = 0.04. All the relationships among three constructs and their dimensions were found to be statistically significant at the significance level of 0.01. Test results showed that participatory decision making had significant direct effects on job satisfaction and teacher performance. Similarly, job satisfaction had a significant direct effect on teacher performance. As mediated by job satisfaction, participatory decision making had a significant indirect effect on teacher performance.

The key to promote teacher performance is to enhance teacher job satisfaction and encourage participatory decision making in schools. It is hoped that findings in this study will help school principals to understand how teacher performance can be affected by the influence of participatory decision making and job satisfaction, both directly and indirectly.

KEY WORDS: PARTICIPATORY DECISION MAKING / TEACHER PERFORMANCE / JOB SATISFACTION / CAUSAL RELATIONSHIP

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