

Cultivating Excellence: Strategies for Effective School Administration and Supervision in Chinese Educational Settings

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Hou Yi¹
Rizal O. Dapat²

¹Master of Arts in Education, Department of Education, Adamson University, Ermita, Manila, Philippines

²Faculty, Adamson University, Ermita, Manila, Philippines

Abstract

This research examined the difficulties educators at Chinese colleges encounter in school management and oversight. The report thoroughly examined teacher demographics, including factors such as age, gender, years of experience, and highest level of education achieved. The research assessed the efficacy of existing administrative approaches in leadership cultivation, instructional leadership, cultural awareness, fostering a favorable school environment, and resource allocation. Although these tactics are usually considered beneficial, some areas need development. These areas include making mentoring more accessible, enhancing curricular cooperation, promoting diversity, improving dispute resolution, and ensuring fair allocation of resources. Employing descriptive-comparative as research design, the survey revealed no substantial disparities in evaluating these approaches across various demographic groups, suggesting a uniform perspective among faculty members. The study identifies many significant problems, such as bureaucratic restraints, restricted possibilities for professional growth, insufficient financing, the burden of juggling research and teaching responsibilities, and a lack of autonomy in curriculum design.

Keywords: Administrative approaches, Leadership cultivation, Instructional leadership



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INTRODUCTION

From a global standpoint, the management and oversight of schools have a crucial impact on the caliber and efficiency of education systems around the globe. The overarching elements that impact school administration and supervision at a larger scale include political, economic, social, and cultural dimensions (Bush & Bell, 2019). The major objective of these dynamics is to guarantee fair and equal access to high-quality education and promote the achievement of students.

An eminent obstacle confronting school administration and supervision worldwide is the escalating intricacy of educational systems. School administrators confront complex problems due to rapid demographic changes, technological progress, and socio-economic inequalities (Dimmock & Walker, 2019). Administrators are required to effectively manage a wide range of student groups, identify and correct gaps in learning, and modify instructional methods to cater to the

requirements of learners in the 21st century (Hargreaves & Shirley, 2018). Furthermore, the expansion of education on a worldwide scale has resulted in increased cultural variety among school communities, necessitating administrators to actively encourage inclusion and develop cultural competency (Leithwood et al., 2020).

Furthermore, making education a political issue creates difficulties for school management and oversight on a global scale. Educational policies and reforms frequently include conflicting interests and ideologies, resulting in changes in priorities and the distribution of resources (Smyth et al., 2019). Administrators must manage the intricacies of policy implementation while simultaneously managing stakeholder expectations and upholding the integrity of the educational purpose (Spillane et al., 2019). In addition, the increasing focus on accountability and standardized testing has heightened the demand for schools to show measurable results, which adds more responsibilities for administrators (Fink & Resnick, 2019).

Financial limitations provide a major obstacle for school administration and oversight worldwide. Constraints in budget allocation, insufficient financing, and resource discrepancies might impede schools' capacity to deliver high-quality education and facilitate student learning (Oplatka & Hemsley-Brown, 2018). Administrators are responsible for making challenging choices about resource distribution, prioritizing investments in instructional materials, technology infrastructure, and teacher professional development (Hanushek & Woessmann, 2020). In addition, economic recessions and budgetary austerity measures can worsen these difficulties, putting further pressure on school budgets and intensifying inequalities (Klein & O'Connor, 2021).

Successful school administration and supervision need forward-thinking leadership, strategic planning, and cooperative relationships to address these issues. To cultivate a healthy school culture and boost staff morale, school leaders must have proficient interpersonal skills, such as effective communication, conflict resolution, and team building (Leithwood & Sun, 2020). Furthermore, administrators must actively include stakeholders, such as teachers, parents, community members, and legislators, in decision-making procedures to guarantee openness and responsibility (Louis et al., 2019). School leaders may promote continuous improvement and innovation in education using data-driven decision-making and evidence-based practices (Harris & Chapman, 2019).

Specifically, in recent years, the school administration and supervision field in China has seen substantial changes due to the evolving needs of the education sector and the wider socio-economic environment. As the Chinese education system strives for excellence and innovation, the importance of school administrators and supervisors in determining the quality of teaching and learning experiences in educational institutions has grown significantly (Ma & Li, 2020). Nevertheless, in Chinese educational

environments, teachers frequently encounter several difficulties related to school administration, which can greatly affect their professional effectiveness and overall job contentment (Xu & Liu, 2020).

Teachers often encounter significant difficulty in dealing with administrative chores that arise from bureaucratic procedures, hierarchical decision-making systems, and the inflexible enforcement of regulations (Li & Wang, 2019). Teachers frequently have a heavy workload of administrative tasks, such as curriculum design, assessment, student discipline, and parent contact. These obligations might distract them from their main focus on teaching and engaging with students (Zhang & Wang, 2019). Furthermore, the hierarchical structure of school administration in China might limit teachers' independence and control over decision-making, resulting in a sense of disempowerment and discontent (Wang & Cheng, 2018).

In light of these difficulties, it is important to investigate and ascertain the successful tactics used by school administrators and supervisors to tackle the complex issues instructors encounter in Chinese educational environments. This study seeks to contribute to the ongoing discussion on educational leadership and management in China by analyzing the current state of school administration and supervision, identifying important issues for teachers, and exploring effective strategies to improve administrative practices (Shen & Kuo, 2021).

Although there is a significant amount of research on educational leadership and management, there is a clear lack of literature that focuses on the specific experiences of teachers in connection to school administration and supervision in the Chinese setting (Zhao & Wu, 2020). Although there have been studies conducted on several aspects of educational leadership worldwide, there is a lack of empirical study that especially focuses on the difficulties and approaches related to school administration in China (Cheng & Wang, 2020). In order to fill this void, the current study aims

to thoroughly examine the tactics employed for successful school administration and supervision in Chinese educational environments. The research seeks to provide practical insights and recommendations for enhancing administrative practices and promoting positive school cultures that support teachers' professional development and students' academic achievement. This will be achieved by incorporating the viewpoints of teachers, school administrators, and educational experts (Zhou & Wang, 2020). This study aims to enhance the quality of education in the Chinese setting by doing thorough empirical research and analysis on educational leadership and management.

Statement of the Problem. This study aims to assess the strategies employed by school administrators and supervisors in Chinese educational settings. Specifically, this study sought answers to the following questions:

1. What is the profile of the teacher-respondents in terms of:
 - 1.1. age;
 - 1.2. sex;
 - 1.3. years of experience; and,
 - 1.4. highest educational attainment?
2. What is the assessment of the teacher-respondents of the strategies employed by school administrators and supervisors in Chinese educational settings in terms of:
 - 2.1. Leadership Development;
 - 2.2. Instructional Leadership;
 - 2.3. Cultural Sensitivity and Adaptability;
 - 2.4. Promoting Positive School Culture; and,
 - 2.5. Resource Management?
3. Is there a significant difference in the assessment of the teacher-respondents when grouped according to their profile?
4. What challenges do teachers encounter in terms of school administration and supervision?
5. Based on the results of the study, what enhanced program can be designed to

house strategies for effective school administration and supervision?

Hypothesis. Based on the objectives of the study, the following null hypothesis was proposed:

Ho₁. There is no significant difference in the assessment of the teacher-respondents' when grouped according to their profile.

METHODOLOGY

Research Design. The chosen research strategy for this study was descriptive comparative, a methodological approach that combines the benefits of descriptive research with comparative analysis. Descriptive research aims to provide a comprehensive portrayal of the characteristics or actions of a population or phenomenon. Conversely, comparative research involves comparing two or more groups or variables to identify similarities, differences, or connections. This study investigates effective school administration and supervision in Chinese educational settings. The researchers employed a descriptive comparative design to systematically analyze and compare various aspects of leadership practices and educational strategies used by school administrators and supervisors.

The descriptive comparative research technique was essential for this study as it enabled a comprehensive understanding of the strategies employed in school administration and supervision in Chinese educational environments. With this design, researchers thoroughly examined school administrators' and supervisors' characteristics, approaches, and experiences. They also compared different factors, including leadership development, instructional leadership, cultural sensitivity, promotion of positive school culture, and resource management. This approach facilitated the identification of patterns, trends, and inconsistencies in educational methods and assessing their effectiveness in promoting excellence within academic institutions. Furthermore, the study's design enabled the examination of how these strategies influenced various outcomes, including teacher

satisfaction, student achievement, and the overall ambiance of the school. This yielded crucial insights on their effectiveness and potential areas for improvement.

The descriptive comparative research technique was appropriate for this study as it offered a systematic and structured framework for addressing the research concerns. Researchers collected data from several sources, including surveys, interviews, and document analysis, to gather thorough information for their analysis and interpretation. In addition, the design allowed for examining potential connections between different variables, resulting in a deeper understanding of the factors that influenced effective school administration and supervision. This research yielded valuable insights that might inform policy and practice in Chinese educational settings via the descriptive comparative approach. The study's primary objective was to cultivate educational leadership and enhance school performance

Instrumentation. The research used a customized questionnaire divided into two parts to gather comprehensive data from instructors about their perceptions and encounters with school administration and supervision strategies in Chinese educational contexts. The first data collection stage focused on gathering demographic and employment information, including age, gender, duration of teaching experience, and the highest level of education achieved, at the current institution. The second portion assessed the viewpoints of instructors about the strategies employed at their institutions. The program emphasized vital elements such as improvement, instructional management, cultural sensitivity, adaptability, promoting a positive school atmosphere, and allocation of resources. This section included surveys evaluating the perceived effectiveness of various initiatives and procedures and the levels of satisfaction with existing programs.

Before its administration, the instrument underwent validation and pilot testing to verify its reliability and validity. The validation procedure included a comprehensive

assessment by seasoned educational academics and practitioners. In addition, a pilot test was carried out with a small group of instructors to identify and address any potential issues with the questionnaire's instructions, structure, or wording.

The Shapiro-Wilk test, a statistical test for normality, was employed to determine whether the parametric test was compatible with the research objectives. The initial data for pilot testing were collected among 20 respondents. When the p-value is greater than 0.05, parametric testing is used. When the p-values are less than 0.05, it is doubtful that the data follow a uniform distribution. Consequently, non-parametric testing was used.

Cronbach's alpha (CA) was used to evaluate the internal consistency measurement. Researchers Fornell and Larker (1981) and Nunnally (1978) consider a coefficient alpha (CA) value of 0.70 or higher as a reliable indicator of both good item quality and internal consistency. According to the calculated CA values, all the items are deemed to be good items with strong internal consistency, as shown by CA values ranging from 0.91 to 0.94.

The input received throughout these stages was used to make necessary modifications to enhance the questionnaire before its final distribution to the intended recipients.

Sampling Technique. The researchers used a purposive sampling strategy to choose the respondents of this study. The primary emphasis was on recruiting professors from three Chinese colleges meeting specific criteria. Purposive sampling is a deliberate and non-random technique often used in qualitative research to choose participants based on particular characteristics pertinent to the study's objectives. The primary criterion for selection was that participants must now be employed at one of the three selected universities, which were chosen to provide a diverse representation of higher education institutions in the Chinese educational system. Furthermore, participants must possess at least three years of teaching experience at their

respective universities. As a result, they had sufficient expertise and proficiency in education, enabling them to provide valuable perspectives on school administration and supervision protocols.

The sampling methodology included a sequential process to identify and recruit eligible persons effectively. At first, the researchers collaborated with university authorities and department heads to compile a list of potential volunteers who met the essential criteria. Subsequently, teachers who fulfilled the requirements were sent a customized invitation to participate in the research. The participants were provided with extensive details on the objectives, procedures, and safeguards used to maintain confidentiality in the study. Interested participants received informed consent documents that explicitly outlined their rights and the research goal. Before commencing data collection, these forms were carefully examined and comprehended. A comprehensive understanding of school administration and supervision processes at the selected institutions was obtained using various approaches, such as surveys, interviews, and focus group discussions, to collect data.

The sample size was determined based on data saturation, which included gathering data until no further information or themes were identified throughout the analysis. Given the study's stringent participant selection criteria and narrow focus, the researchers anticipated enrolling a sufficiently large sample size to collect ample data. This would ensure the representation of teachers from the three selected universities and account for diverse perspectives and experiences. The researchers gathered extensive and meticulous data using this sampling approach, which provided valuable insights into effective school administration and supervision strategies in Chinese educational settings.

Ethical Considerations. This research examined the tactics used in Chinese educational settings to achieve successful administration. Precautions were made to prevent any conflicts

of interest. The gathering of data emphasized the need for secrecy to protect schools' reputations and ensure the privacy of participants. Surveys were administered at periods when instruction was not taking place to avoid interference with school activities and guarantee that participants' academic obligations remained unaffected.

Strict measures were taken to ensure the anonymity of the participants during the investigation. The personally identifiable information was stored separately from the research data, and all acquired data were anonymized to safeguard the participants' identities. The data was only accessible to approved researchers, and stringent confidentiality procedures were implemented to protect the participants' privacy.

Each participant was furnished with unambiguous and thorough information on the study's goals, methodologies, possible hazards, advantages, and entitlements as participants. Each participant provided informed permission, indicating their complete understanding of their involvement in the research and their ability to make an educated choice about participating.

Precautions were implemented to safeguard vulnerable persons in educational settings, considering the possible power dynamics and pressures involved. Minors were required to get parental agreement to participate, and individuals with unique needs or vulnerabilities were given extra assistance and attention during the research.

Participants were recruited with the explicit permission of school officials, instructors, and the people themselves, and their involvement was completely optional. They were given the autonomy to withdraw from the research at any point if they encountered any discomfort or desired to terminate their participation.

The research sought to enhance participants' well-being by acquiring knowledge on efficient management practices in educational environments. If the study indicated areas requiring improvement, the results were

communicated to the appropriate stakeholders to facilitate beneficial adjustments and enhance the overall educational experience for students. Participants were neither remunerated nor provided any incentives for participating in the research. Nevertheless, researchers offered essential medical aid if individuals encountered physical pain during the study.

This research is essential because it offers significant insights and suggestions for schools to improve their administrative tactics and promote the well-being of pupils. The research intended to enhance student's overall well-being and contentment within the educational community by enhancing learning arrangements and cultivating a good school atmosphere.

RESULTS AND DISCUSSION

According to the research findings, 44% were women, and 55% were men. The statistics indicate that the majority of respondents are men. Most teachers are between the ages of 25 and 34, have 6 to 10 years of teaching experience, and are master's degree holders.

In the assessment of strategies employed by the teachers, the dimension with the highest mean is promoting positive school culture, followed by resource management, instructional leadership, cultural sensitivity and adaptability, strategies, and leadership development. The findings suggest that while overall satisfaction with the availability and assistance provided for educational materials is high, more systematic and fair resource management is needed to effectively cater to the varied requirements of all students.

The research reveals no substantial disparities in the assessment of techniques used by school administrators, depending on the participants' most significant degree of education. All the p-values for the evaluated domains, such as leadership development, instructional leadership, cultural sensitivity, and adaptation, fostering a good school culture, and resource management, were higher than the significance threshold of 0.05. The outcome indicates the

acceptance of the null hypothesis, implying that teachers' opinions of the administrative techniques remain constant irrespective of their educational level.

On assessment of the challenges, the results highlight the fundamental problems in the administrative structures of Chinese institutions. To tackle these difficulties, it is important to implement more inclusive decision-making processes, provide improved professional development opportunities, allocate resources equitably, balance workloads, and provide additional curricular autonomy. These measures can potentially create a more supportive and dynamic educational environment. These enhancements would not only be advantageous for the professors but also augment the whole educational experience for students.

The study found that professors encountered many significant obstacles at Chinese institutions. These include bureaucratic limitations, insufficient opportunities for professional growth, inadequate financial resources, the burden of managing research and teaching responsibilities, and a lack of autonomy in curriculum design. These problems impede the efficiency of school administration and monitoring, affecting the general educational atmosphere and the job satisfaction of faculty members. In order to tackle these difficulties and enhance the standard of education, it is crucial to establish a well-organized initiative that focuses on these particular domains, promoting a more comprehensive, encouraging, and vibrant educational environment. The objective of the designed enhancement program was to streamline administrative processes, improve professional growth and learning, promote fair allocation of resources, enhance inclusivity, and the level of independence in the curriculum.

Conclusion. Based on the study findings, the following conclusions are drawn:

1. Most of the participants are young male educators with a reasonable amount of professional experience and a high level of

education. Institutions should prioritize professional development programs designed for this group to improve employee retention and engagement.

2. Teachers see the existing administration techniques as primarily successful. Nevertheless, they emphasize the need for improved guidance and support for new teachers, more cooperation in developing curriculum, fostering inclusion, enhancing conflict resolution skills, and ensuring equitable allocation of resources. Focusing on these areas may enhance the educational milieu and bolster the achievement of both teachers and students.
3. The consistently favorable evaluations of administrative techniques across many demographic groups indicate a wide range of inclusion and fairness. Monitoring and fine-tuning are essential to preserving this equilibrium and tackling any problems.
4. Systemic concerns are highlighted by challenges such as bureaucratic restraints, restricted professional development opportunities, insufficient financing, the need to balance research and teaching, and a lack of curricular autonomy. To cultivate a more supportive educational environment, schools should optimize procedures, improve professional growth opportunities, guarantee equitable distribution of resources, and expand curricular adaptability.

Comprehensive Administrative Enhancement Program. The study found that professors encountered many significant obstacles at Chinese institutions. These include bureaucratic limitations, insufficient opportunities for professional growth, inadequate financial resources, the burden of managing research and teaching responsibilities, and a lack of autonomy in curriculum design. These problems impede the efficiency of school administration and monitoring, affecting the general educational atmosphere and the job satisfaction of faculty members. In order to tackle these difficulties and enhance the standard of

education, it is crucial to establish a well-organized initiative that focuses on these particular domains, promoting a more comprehensive, encouraging, and vibrant educational environment.

The following are the objectives of the program:

1. Streamline administrative processes.
2. Improve and advance professional growth and learning.
3. Promote fair allocation of resources.
4. Enhance inclusivity and conflict resolution equilibrium.
5. Enhance the level of independence in the curriculum.

Area of Concern	Programs	Objectives	Plan of Implementation and Time Frame	People Involved	Budget in Yuan	Monitoring and Evaluation	Success Indicator
Bureaucratic Constraints and Rigid Hierarchy	Streamlined Administrative Processes	Simplify bureaucratic procedures to free up faculty time	Conduct a process audit, redesign workflows, reduce redundant documentation Q1 2024 - Q4 2024	Administrators, Faculty	200,000	Quarterly review of administrative processes, faculty feedback sessions	Reduction in time spent on administrative tasks by 30%
Mentorship Accessibility	Targeted Professional Development and Mentorship	Provide specialized training and mentorship opportunities	Develop workshops and mentorship programs, schedule regular training sessions Q1 2024 - Q3 2024	HR Department, Senior Faculty	500,000	Participation rates, pre- and post-training assessments, mentorship feedback	80% faculty participation, 70% improvement in training assessments
Curriculum Collaboration	Inclusive Curriculum Design	Foster better collaboration in curriculum development	Establish curriculum committees, conduct regular collaborative workshops Q2 2024 - Q4 2024	Faculty, Curriculum Developers	300,000	Curriculum feedback sessions, collaborative workshop reports	90% satisfaction in curriculum development processes
Inclusivity	Inclusivity and Diversity Programs	Improve inclusivity and sense of belonging	Implement diversity training, create inclusion committees, conduct regular inclusivity workshops Q1 2024 - Q4 2024	Diversity Officers, Faculty	400,000	Inclusivity surveys, diversity training feedback	80% improvement in inclusivity survey results

Equitable Resource Distribution	Equitable Resource Allocation and Utilization Training	Ensure fair distribution of resources and effective utilization	Create transparent resource allocation policies, conduct training on resource utilization Q2 2024 - Q4 2024	Finance Department, IT, Faculty	1,000,000	Annual budget review, resource utilization reports	90% satisfaction with resource distribution, 80% effective utilization feedback
Conflict Resolution	Conflict Resolution Workshops	Develop effective conflict resolution practices	Conduct conflict resolution training, establish mediation committee Q1 2024 - Q3 2024	HR Department, Mediators	250,000	Conflict resolution training feedback, mediation success rates	75% reduction in unresolved conflicts, 85% satisfaction with mediation
Balancing Research and Teaching Responsibilities	Balanced Workload Management	Create balanced evaluation metrics for research and teaching excellence	Develop balanced evaluation systems, provide support systems for dual responsibilities. Q2-Q4 2024	HR Department, Faculty	350,000	Faculty workload surveys, evaluation system feedback	70% improvement in workload balance survey results
Lack of Curriculum Design Autonomy	Flexible Curriculum Design	Increase faculty autonomy in curriculum design	Grant more flexibility in curriculum design, offer innovation grants for new teaching methods Q3-Q4 2024	Curriculum Committee, Faculty	450,000	Curriculum innovation feedback, grant application success rates	80% satisfaction with curriculum autonomy

Recommendations. Based on the study findings, the following are recommended:

1. Create and execute professional development initiatives tailored for young male educators with intermediate levels of expertise.
2. Implement mentoring initiatives that connect novice educators with experienced faculty members.
3. Enhance the availability and inclusivity of mentoring and training programs. Promote cooperation in the process of designing educational programs.
4. Create policies that promote inclusivity and provide efficient and successful dispute-resolution methods. Ensure equitable resource allocation among departments.
5. Consistently evaluate and modify administrative tactics to maintain fairness. Establish reliable systems for receiving and analyzing feedback to make ongoing improvements.
6. Streamline bureaucratic processes to minimize administrative complexities. Enhance funding for professional development programs that follow current global trends.
7. Establish open procedures for allocating resources. Create a set of assessment

measures that balance research and teaching quality.

8. Provide instructors with more liberty in curriculum creation to effectively address the varying requirements of students.

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