

A B S T R A C T

The aim of this study is to examine the communication process of the supervisory system at the primary level; to propose a plan for efficiency and to determine how near to this plan the Jamaican Supervisory System is conforming, to observe whether the communication pattern is affecting the morale of supervisors and principals and to observe relationships between supervisors and between principals.

It was theorised that the systems analysis could govern the whole organisation to include planning, programming, budgeting and evaluation for feedback, depending on the process of information flow. This flow or communication pattern would affect the morale of supervisors. Furthermore, adequate communication would result in better structures for greater participation in decision-making.

To test this theory it was hypothesised that planning, programming, budgeting, and communication would be significantly related to morale.

A sample of three hundred and fifty-eight respondents completed questionnaires. These comprised ninety-seven percent Education Officers, eighty-nine percent principals and one hundred percent Senior Officers. Eight top officers, of the Ministry of Education were interviewed and staff meetings of Education Officers were observed. Regression analysis was the chief method used.

Data collected were highly supportive of the theory and hypotheses. The main findings can be summarised as follows:-

1. Planning, Programming, Budgeting and Evaluation are significantly related to Morale. Of these Programming contributes 40.6 percent of the variance and together with Evaluation and Budgeting are the chief predictors of Morale.
2. Qualification and Location are important predictors of morale, when combined with other variables.
3. Communication is positively and significantly related to morale and ranks as one of the six highest variables predicting morale.
4. Position or Status is negatively related to Morale. From observations only there is no difference in interaction pattern of the five regions.

The results, it is hoped, could prove useful to Supervisors, Educators and Administrators in their reorganisation of the system for more efficient results, and for equipping themselves as effective change agents.