

# THE INFLUENCE OF PRINCIPALS' LEADERSHIP STYLES ON SCHOOL TEACHERS' JOB SATISFACTION – STUDY OF SECONDARY SCHOOL IN JAFFNA DISTRICT

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**Abstract-** The study was designed to investigate the effects of principals' leadership styles on teachers' job satisfaction. The design of the study was descriptive survey design. For the data collection, only the primary data collection technique was used by the researcher. Questionnaire was given to selected sample in order to get needed data.

In an attempt to focus the study, one research question was posed and two hypotheses were formulated and tested. According to the purpose of the paper, Stranded questionnaires were used. Answers to these questions were analyzed using Regression analysis and Correlation analysis. Findings of this study states that Autocratic leadership has negative impact on teachers' job satisfaction. In addition with that Democratic leadership has positive impact on job satisfaction.

**Index Terms-** Democratic leadership, Autocratic leadership and Job satisfaction

## Introduction

School administration is an important part of our education system. Administrators face a variety of issues on a daily basis. Every school administrator has a personal educational leadership philosophy. This philosophy covers a multitude of areas which school administrators will deal with on a daily basis.

Any school is only as strong as the leadership and administration that runs it. Being a school administrator or in a school leadership position is a thankless job and one that comes with making difficult decisions. However an effective school leader can change the face of a school and the benefits of seeing student growth.

A leader is recognized as a person who sets direction and influences people to follow that direction. Some early researchers attempted to define effective leadership styles and to relate them with various aspects of organizational outcomes (eg, Lewin et al., 1939). However, recently, researchers have focused on two main facets of leadership viz autocratic leadership style and democratic leadership style. A leader is a person who sees something that needs to be done, knows that they can help make it happens and gets started. A leader sees opportunity and captures it. He/she sees future that can be different and better and help others see that picture too. He/she is a coach, an encourager and is willing to take risks today for something better for tomorrow. A leader is a communicator, co-ordinator and listener.

The democratic control means aiding the dialogue, encouraging employees to contribute towards ideas, and processing all the accessible information to the finest verdict. The democratic leader should be talented enough to converse that decision back to the group to boost up unity in the plan that is chosen. In an autocratic leadership style, the person in charge has total authority and control over decision making.

School administration is itself often part of larger administration units. The conditions of teachers' working life are influenced by the administration and leadership provided by principals, and it is widely assumed that school leadership directly influences the effectiveness of teachers and the achievement outcomes of students.

Job satisfaction is how content an individual is with his or her job. Leadership styles have the impact on job satisfaction of employees. This study also analyzed the relationship between the autocratic and democratic leadership style among school teachers.

## Review of literature

Leadership provides the basis for co-operation in several ways. Good two-way communication, man-to-man personal leadership, use of participation and creation of opportunity for need satisfaction are meant for increasing the understanding between the leader and his subordinates of their mutual viewpoints. This increased understanding through the reactions of individual personalities promotes favorable feelings and attitudes among them.

It has been revealed that positive leadership behavior of the principal and the decision making process have made an impact in developing teachers' interest on school activities, loyalty and job satisfaction (Hettige, 1996).

To be successful as a leader, principals should identify the different aspects of his role as a leader. "Their first challenge is to reorient headship from management to leadership. Not only do they have to assume the role of leadership, switching from implementation to initiation, focusing on outcomes and taking risks, but they also need to adopt leadership strategies and styles suitable for hierarchical school organization" (New Education Act for General Education in Sri Lanka, 2009). The extent to which a job gives an employee opportunity to interact with other co-workers enhances the sense of community at work (Camman, Fischman, Jenkins & Wesh, 1983), but the organizational climate which will pave way for such interaction is determined by the leadership style (Buckner, 1988).

According to the Kearneya, "Participative decision making approach plays very important role in employees' job satisfaction. The employees achieve lots of personal benefits from this approach including human resource benefits like housing provided, group insurance, disability income protection, retirement's benefits, sick leave, social security, and profit sharing.

Smith (1998) asserts that if the task is highly structured and the leader has good relationship with the employees, effectiveness will be high on the part of the employees. His findings further revealed that democratic leaders take great care to involve all members of the management.

Lewin et al (1939) concluded that democratic style of leadership is the most effective, but Smith and Peterson (1988) pointed that the effectiveness of group leaders is dependent on the criterion which was being used to assess leadership.

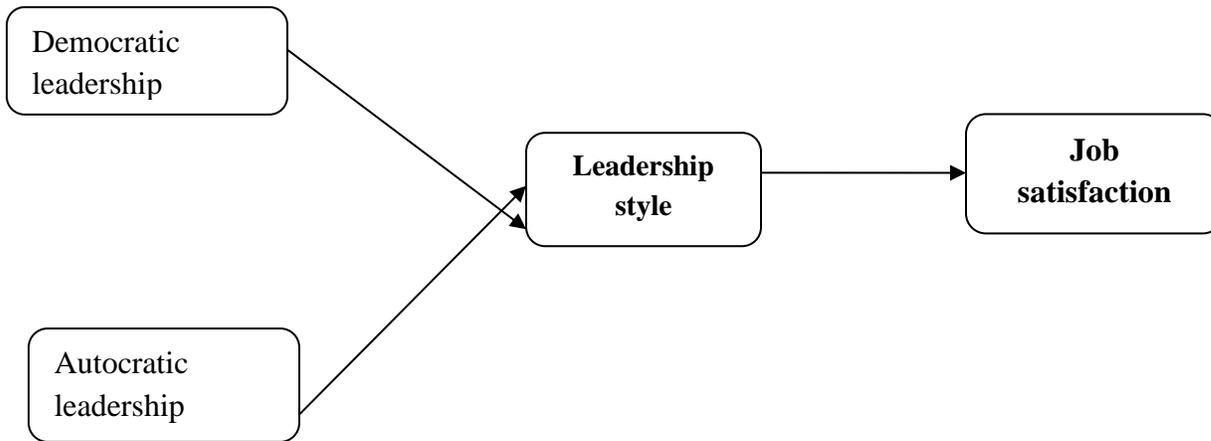
Popoola (1984) defined job satisfaction as the totality of employees' social and psychological well-being relative to job performance. It culminates in satisfactory interpersonal relations, financial rewards, fringe benefits, training and promotion, decision-making and free channels of communication among others. This predisposes employees to hard work and optimum productivity.

Basically, such achievements in secondary schools are dependent on two identifiable leadership styles namely; autocratic and democratic leadership styles (Lunenberga & Ornstein, 1991). While the autocratic leadership style appears generally self-centered and allows minimum participation of the subordinates in decision making, the democratic style is rather people oriented and counts on the participatory contribution of the subordinates (Mgbodile, 2004). It permits initiatives; originality and creativity in school work operations and promotes hard work among the subordinates.

Patricia (2002) studied transactional and transformational leadership, and how the two relate to job satisfaction. The participants of the study were engineers and technical support staff at an aerospace company. This study used the Multifactor Leadership Questionnaire (MLQ) and Job Describe Index (JDI) to measure transactional and transformational leadership and job satisfaction. The study concluded that transactional leadership was not positively related to job satisfaction but that transformational leadership was.

Based on previous studies we can say that there are no sufficient studies on Principals' leadership styles on Secondary school teachers' job satisfaction in Sri Lanka. Hence the present study is focused on theories related to principal leadership styles and how teacher perceptions of these styles affect their job satisfaction.

## Research model



Based on the theoretical and empirical literature, a theoretical framework was developed. The theoretical framework shows that the relationship among leadership style, and teachers' job satisfaction. A principal's leadership style might affect teachers' job satisfaction. Teachers' job satisfaction could improve their performance in the classroom. This model shows that leadership styles of their principal influenced their job satisfaction.

## Objectives

- This study was carried out to achieve the following objectives.
- To identify the commonly practiced principals' leadership styles in secondary schools
- To find out the significant relationship between principals' leadership style and teachers job performance in secondary schools

## Research Method

For this research purpose, data has been collected from the selected sample. The collected data would be used to test hypothesis of this research recognize truthiness of the research problem. For the data collection, only the primary data collection technique was used by the researcher. Questionnaire was given to selected sample in order to get needed data. Stranded questionnaires were used.

According to the purpose of the paper, researcher developed structural questionnaire that revised from other's inventory. It has three parts. Part 1 of the instrument sought information on personal data of the respondent. Part two of the questionnaire is designed to analyze leadership style and behavior. The Multifactor Leadership Questionnaire (MLQ) was used to collect data on the two independent variables of autocratic and democratic leadership style.

Here respondents are asked to mark on the following scale

- 1 - Strongly disagree
- 2- Disagree
- 3- Neutral
- 4- Agree
- 5- Strongly agree

In part three, job satisfaction is analyzed. Job satisfaction questionnaire was developed by west AvenidaGavita and San clemente. 5point scale was used with scores ranging from 1 (very dissatisfied) to 5 (very satisfied). High scores indicated high levels of satisfaction.

### Data Analysis Technique

After collecting the valid questionnaires, Statistical Package for the Social Sciences is used to do data analysis. The appropriate tools will be used to test the hypothesis and find reliability. The following statistical analysis will be used to do this research properly. They are Regression analysis, Correlation analysis, & Percentage analysis.

### Research question

In this research, the main problem is that principal’s leadership style affects on teachers’ job satisfaction. Researcher clearly states this problem from the following research question.

“Whether there is a relationship between leadership styles of principals’ and teachers’ job satisfaction?”

### Hypotheses of the research

If the organization intends to keep out performing in the violently competitive environment, leadership is the most influential factor. The objective of this research is to explore the relationships among principals’ leadership style and teachers’ job satisfaction. Researcher learned from the literatures that the leader’s leadership style has significant influence on the staff’s job satisfaction. Thus, this research develops hypothesis based on the research framework. Any research is carried out through hypotheses. It takes place inevitable part. At the end, it is tested, whether it is acceptable or not. This research is conducted based on the following hypotheses.

H1: Autocratic leadership style has negative influence on job satisfaction.

H2: Democratic leadership style has positive influence on job satisfaction.

### Data Analysis

Regression analysis is used to predict the value of the one variable on the basis of other variables. In this study it is used to for leadership style and job satisfaction.

Regression analyzes for satisfaction and autocratic leadership style is given below.

ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4067.355	1	4067.355	62.074	.000 <sup>a</sup>
	Residual	6421.395	98	65.524		
	Total	10488.750	99			

a. Predictors(Constant),democratic

b. Dependent Variablesatisfaction

The above table is used to find out the overall fitness of Democratic leadership style and job satisfaction. F value indicates whether this model has overall significant or not. Based on the above result F value is 62.074 and its significant is at 0.000 at 0.01 significant levels. So the Democratic leadership style is significant for job satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.623 <sup>a</sup>	.388	.382	8.09472

a. Predictors: (Constant), democratic

Regarding to the above model summary, R square value is 0.388. R square states to what extent Democratic leadership style determine satisfaction level. Here there is a weak relationship between democratic leadership style and satisfaction. R square value is also low. It indicates that only about 38.8% is explained by the variation in the score of democratic leadership style. The remaining is unexplained.

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.071	5.565		1.271	.207
demo	1.958	.248	.623	7.879	.000

a. Dependent Variable: satisfaction

According to the above table, the relationship between the two variable are Democratic leadership style as an independent variable and job satisfaction as a dependent variable and their coefficient is 1.958. The value of t-statistic of the above output is t= 7.879 with a significance of 0.000. Since the significance is less than 0.01, it can be said that at 1% significance level. Positive linear relationship exists between Democratic leadership and satisfaction.

Regression equation for satisfaction and Democratic leadership style is

$$Y = 7.071 + 1.96 * \text{Democratic leadership style}$$

Regression analyzes for satisfaction and autocratic leadership style is given below.

ANOVA<sup>b</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2369.961	1	2369.961	28.607	.000 <sup>a</sup>
Residual	8118.789	98	82.845		
Total	10488.750	99			

a. Predictors: (Constant), autocratic  
dependent Variable satisfaction

The above table is used to find out the overall fitness of Autocratic leadership style and job satisfaction. F value indicates whether this model has overall significant or not. Based on the above result F value is 28.60 and its significant is at 0.000 at 0.01 significant levels. So the Autocratic leadership style is significant for job satisfaction.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.475 <sup>a</sup>	.226	.218	9.10191

a. Predictors: (Constant), autocratic

Regarding to the above model summary, R square value is 0.475. R square states to what extent Autocratic leadership style determine satisfaction level. Here there is a weak relationship between democratic leadership style and satisfaction. R square value is also low. It indicates that only about 21.8% is explained by the variation in the score of Autocratic leadership style. The remaining is unexplained.

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	72.940	4.302		16.954	.000
autocratic	-1.185	.222	-.475	5.349	.000

A. Dependent Variable: satisfac

According to the above table, the relationship between the two variable are Autocratic leadership style as an independent variable and job satisfaction as a dependent variable and their coefficient is 72.94. The value of t-statistic of the above output is t= 5.349 with a significance of 0.000. Since the significance is less than 0.01, it can be said that at 1% significance level. Negative linear relationship exists between Democratic leadership and satisfaction.

Regression equation for satisfaction and Democratic leadership style is

$$Y = 72.940 - 1.185 * \text{Autocratic leadership style}$$

Correlations

		demo	au	satis
demo	Pearson Correlation	1	-.363**	.623**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
au	Pearson Correlation	-.363**	1	-.475**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
satis	Pearson Correlation	.623**	-.475**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Findings and Conclusion

The main purpose of our study is to examine the impact of leadership style on employee job satisfaction. In this study researcher examine the two leadership style (Democratic leadership style and Autocratic leadership style). This conclusion is based on the selected sample. That means this, study aimed at finding the influences of leadership styles on job satisfaction at secondary schools in Jaffna educational zone. This research studied the relationship between leadership style of principals at schools and teachers' job satisfaction. Leadership style is one of the main factors determining job satisfaction.

Findings of this study states that Democratic leadership has positive impact on teachers' job satisfaction. In addition with that Autocratic leadership has negative impact on job satisfaction. This study empirically proves that Democratic leadership style will increase teachers' job satisfaction. So the principals should practice democratic leadership style in order to increase teachers' job satisfaction then only, they give their full effort in their service.

This research only covered the secondary schools in Jaffna educational zone. But this is a small position of Jaffna district. So when doing research in future, attention should be made to cover large position. Hence findings of this research can be applied to all.

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