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**A STUDY OF THE RELATIONSHIP BETWEEN
LEADERSHIP STYLE AND TEACHERS JOB
SATISFACTION**

BY

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**A PROJECT PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENT FOR
THE DEGREE OF MASTER OF MANAGEMENT**

**MANAGEMENT CENTER
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ABSTRACT

The aim of this study is to look at the relationship between leadership style and job satisfaction among the teachers in the primary Tamil schools. The leadership styles involved in this study are Consideration and Initiating Structure. The demographic variables include gender, race, age, years of experience, size of school, location of the school and pay. The cases chosen for this study are primary Tamil schools in Seremban and Port Dickson district in Negeri Sembilan, where the parties involved are headmasters and teachers of the selected schools.

A comparison of mean shows that basically the teachers are satisfied with the leadership style of their headmasters. Generally most of the hypotheses tested reveal that there is significant relationship between style of leadership and overall job satisfaction. Gender, race, age, years of experience and pay level have no significant relationship with the overall and facets of job satisfaction tested.

Based on the analysis of responses given, it appears that the headmasters should focus their attention on the aspects of friendly relationship in the management of the organizations. Generally

headmasters and senior teachers handling other teachers should be sensitive about the rules and regulations and the way strategies are implemented in order to create a harmonious working environment in the schools.

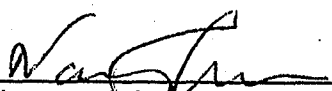
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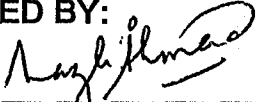
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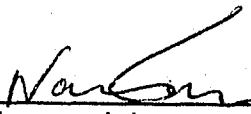
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DECLARATION

I hereby declare that this thesis is the result of my own investigations, except where otherwise stated. Reference notes acknowledge other sources and a bibliography is appended.

Date 28 FEBRUARY 98

Signature



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DEDICATION

TO MY LOVING WIFE

K.JOTHIMALAR

AND LOVELY CHILDREN

R.KUHAN AND R.GAYATHIRI

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CHAPTER 1

INTRODUCTION

The purpose of this study is to identify the relationship between the style of leadership among the headmasters and teachers job satisfaction in the tamil schools.

Malaysia is made up of two parts, the Peninsular Malaysia and the East Malaysia. It is a multiracial country, with a total population of 20 million. The Peninsular Malaysia is made up mainly by three ethnic groups, the Malays, Chinese and Indians.

As such the education system in Malaysia is designed to cater for the various ethnicities, however generally it can be said that education in Malaysia is mainly for fostering national unity and providing manpower, as suggested in the Malaysian Plan Report (1976).

At present the 6-3-2-2 type of educational system is used. That is six years of primary education, three years of lower secondary education, two years of upper secondary education and two years of post secondary education.

A child at the age of seven enters the primary school education , which is provided for free by the government. At the primary education level in Peninsular

Malaysia there are three types of schools national primary school (S.K.), national primary school (Chinese) (S.J.K.(C)) and national primary school (Tamil) (S.J.K.(T)). The curriculum and syllabus are the same for all three types of schools, however the medium of instruction differs as Malay, Chinese and Tamil are used respectively.

1.1 The need for the study

As reflected in the job satisfaction model shown below, teachers' satisfaction is influenced by how effective the principals are in their leadership roles (House, 1971)

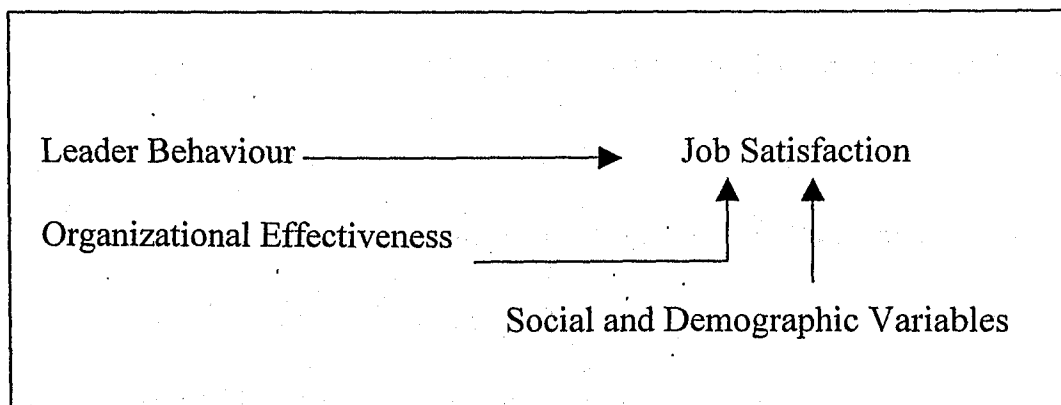


Figure 1 : Job Satisfaction Model

“The job satisfaction model suggests the influence of the leadership behaviour of the principal, the organizational effectiveness of the schools, and the social and demographic variables toward the job satisfaction of teachers.” (Ahmad Mohamad Sharif)

1.2 Statement of the Problem

The purpose of the study was to identify the relationship of the perceptions of both leader behavior and organizational effectiveness to job satisfaction of teachers in primary tamil schools in Peninsular Malaysia. This study also look at the social and demographic characteristics to determine the relative influence of selected factors on the job satisfaction of teachers.

1.3 Objectives of the Study

This Study is conducted to accomplish various objectives as the following:

1. To measure the leader behaviour of the school principals as perceived by the school teachers in the district of Seremban and Port Dickson, Negeri Sembilan.
2. To measure the job satisfaction of teachers in the selected Tamil schools in the district of Seremban and Port Dickson, Negeri Sembilan.
3. To determine if a significant difference existed in job satisfaction among selected social and demographic variable for teachers.

1.4 Research Questions

This study seeks to answer the following questions:

1. What leadership types predominate among the primary Tamil school headmasters as perceived by the teachers in the district of Seremban and Port Dickson, Negeri Sembilan ?
2. What similarities and differences in leadership behaviour exist among the primary Tamil school headmasters in the district of Seremban and Port Dickson, Negeri Sembilan ?
3. Is there a relationship between leadership style and the job satisfaction of the teachers in the selected Tamil schools ?
4. Does size of school affect leadership behaviour and the job satisfaction of the teachers in the selected Tamil schools ?
5. Does age of headmasters influence leadership behaviour and the job satisfaction of the teachers in the selected Tamil schools ?

1.5 Significance of the Study

Teachers satisfaction and performance are also associated with leadership behaviour of headmasters. Thus by studying the relationship between teachers job satisfaction and leadership behaviour of their headmasters, the researcher can identify behaviours of school headmasters that enhance teachers satisfaction and performance. The leadership behaviour and qualities of headmasters that are identified can also serve as input for developing curriculum for in-service training for headmasters.

The study is also significant because it describes the dimensions of leadership behaviour that are found in a highly centralized educational system where directives from the Ministry of Education and the school curriculum predetermines a major proportion of the administrative process.

1.6 Definitions

This study is to determine the style of leadership and its relationship with the job satisfaction of teachers in tamil primary schools. Therefore it is important to define a few terms in this topic.

Leadership

As said by Stoner (1995), leadership is “ the process of directing and influencing the task - related activities of group members”. It also includes the use of power and influence to change the attitudes or behaviour of individuals or groups.

Gardner (1986), define leadership as “the process of persuasion and example by which an individual (or leadership team) induces a group to take action that is in accord with the leader’s purposes or the shared purposes of all.”

Style of Leadership

Style of leadership is the way or means used by a leader to influence the behaviour or attitude of an individual or groups and the style serves as an example for the leader to lead his subjects or subordinates.

Initiating Structure

It refers to a pattern of leadership behaviours associated with organizing and defining the work, the work relationships and the goals (Bass, 1981). A leader who initiated structure is described as one who assigns to particular tasks, expects workers to follow standard routines and emphasizes meeting deadlines.

Consideration

This is another style of leadership which involves leader behaviours that shows friendship, mutual trust, warmth and concern for subordinates (Bass, 1981).

Teacher

A teacher is a person who plays a crucial role in a school as he or she serves as a facilitator in imparting knowledge as well as a mediator between the curriculum and the students.

Remuneration

Remuneration is a type of compensation paid by the organisation to its workers in monetary form for the work done by the workers as agreed earlier.

Work

Work can be considered as the activities done by the workers based on the service contract. Work is also an activity or behaviour by an individual in fulfilling his daily needs.

1.7 Hypotheses

The following hypotheses were developed to guide the researcher :

- H1 There is a significant relationship between teachers job satisfaction and the Initiating Structure leadership style of the headmasters.
- H2 There is a significant relationship between teachers job satisfaction and the Consideration leadership style of the headmasters.
- H3 There is a significant relationship between Initiating Structure leadership style and the sex of the respondents.
- H4 There is a significant relationship between Consideration leadership style and the sex of the respondents.
- H5 There is a significant relationship between job satisfaction and the sex of the respondents.
- H6 There is a significant relationship between job satisfaction and the experience of the respondents.

1.8 Assumptions of the Study

1. The setting in all Malaysian primary schools is the same.
2. The Ministry of Education has set its own guidelines and all the schools are expected to follow these rules and regulations.
3. The instrument adapted and used in this study measure what the study wanted to measure and is equally valid to the Malaysian scene as it is to the western culture.

1.9 Organization of the Study

The report describing this study contains five chapters. Chapter one presents the general introduction to the study. Chapter Two reports a review of the literature related to this study. It consists of literature on leadership, organizational effectiveness and job satisfaction.

Chapter Three is pertaining to the methodology used in the study, including selection of the sample, data collection and data analysis. Chapter Four presents the results and information collected in the investigation. It also presents a discussion of the results and their interpretation.

The last chapter, Chapter Five, is made up of a summary, conclusions and implications of the study, as well as suggestions for further research. The study ends with a bibliography and appendices.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will review research and related literature on leadership styles especially on the school leadership styles and teachers' job satisfaction.

2.2 Definitions of Leadership

A leader is an individual who influences his group more than any other member. He is the person who is able to communicate to other members in the group, the nature of plans that are to be put into effect and the methodology designed to achieve them. This process of guiding the efforts of subordinates towards organizational objectives is called leadership behavior.

It is a process whereby an individual takes the initiative to assist the group more towards production goals that are acceptable to the maintenance of the group. It is the premise of this study to describe and classify some of these leadership behavior characteristics among primary school headmasters or leaders.

Every school has one member of the professional staff designated and appointed by the Ministry of Education as the headmaster. He or she is assigned