LEADERSHIP STYLES AND MOTIVATIONAL GOALS OF SECONDARY SCHOOL PRINCIPALS IN PULAU PINANG

A thesis submitted to the Graduate School in partial fulfilment of the requirements for the degree Master of Science (Management), Universiti Utara Malaysia

by
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ABSTRACT

This study investigated the relationship between leadership style of principals of secondary schools and their motivational needs, and possible relationships among selected demographic variables (age, gender, birth order, and years of principalship experience) to leadership style. The dependent variable, leadership style was investigated along the consideration and initiating structure dimension (as measured by the Leader Behavior Description Questionnaire). The independent variables were motivational goals ($n_{Ach}$, $n_{Aff}$, and $n_{Pow}$) as defined by McClelland’s trichotomy of needs theory of motivation. Questionnaires were distributed to the principals of 34 secondary schools in Penang. The data were analysed by using the Pearson Product Moment Correlation Coefficient, one-way ANOVA, t-Test and Stepwise Multiple Regression techniques. The results of the study indicated that both dimensions of leadership style of the principals correlated significantly with their $n_{Ach}$. There is significant relationship between leadership style along initiating structure and the $n_{Pow}$. However, no significant relationship was found between leadership style and the $n_{Aff}$. The four demographic variables found no significant differences at the .05 level of significance. The $n_{Ach}$ and $n_{Pow}$ emerged as the main predictors of leadership style along consideration and initiating structure dimensions respectively. Another significant finding showed that the principals were high in both initiating structure and consideration leadership dimensions. The $n_{Pow}$ emerged as inversely related to the principal’s age. Implications of the findings and recommendations for practice and further research are presented.
Dedication

TO

MOTHER
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CHAPTER ONE

INTRODUCTION

In the end, it is important that we cannot become what we need to be by remaining what we are.

de Pree (1989)

1.1 Chapter Overview

This chapter introduces the background of the study and presents an overview of the problems pertaining to the motivational goals and leadership styles of principals of secondary schools in Georgetown, Penang. It identifies the research objectives and presents the research questions under study. It also attempts to explain the significance and the limitations of the study. It concludes with an outline of the topics to be discussed in the remaining chapters.

1.2 Background of the Study

Outstanding leadership has invariably emerged as a key characteristic of outstanding schools. There can no longer be doubt that those seeking quality in education must ensure its presence and that the development of potential leaders must be given high priority (Campbell et al, 1977). The environment in education is becoming increasingly more dynamic. As the academic environment changes,
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Elementary Schools”. Doctoral Dissertation, University Of South Texas. DAI-A 49112, p 3578.


