

## LEADERSHIP STYLES OF UNIVERSITY MANAGERS TOWARD JOB SATISFACTION OF THE TRAINERS IN THAI NGUYEN UNIVERSITY

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### SUMMARY

The main purpose of this study was to find out the dominant leadership style of the university managers which influence the level of job satisfaction of the respondents at Thai Nguyen University. Specifically, it was conducted to: Determine the dominant leadership style of managers as perceived by the respondents; Find out the level of job satisfaction of the respondents; and Correlate the dominant leadership style with these three mentioned variables. The framework for teaching performance was adapted from framework in Bushman, M. (2007) [7]. This study used the descriptive correlation design in analyzing the investigated variables. According to Sevilla, et al. (2004) [5], it is designed to help determine the extent to which different variables are related to each other in the population of interest. Eighty three percent (83%) or 255 out of the 309 lecturers were requested to answer the questionnaire. The study would provide leaders with a clear idea on how effective and successful the managers are in the work as university administrators.

**Key words:** Leadership style, satisfaction, universities, university manager

### INTRODUCTION

#### Background of the study

TNU not only contributes positively to the training of highly qualified human resources for the country, but also has an important role in scientific research, technology transferring for training and socio-economic development of the country. At TNU, teaching staff is common to share, teaches at the university and teaching units according to the needs of each unit.

Despite this truth, records have shown that students performance in Thai Nguyen among other students in other regions, for example, Ha Noi, Ho Chi Minh City is quite below average. Hence, principals and teachers of the university as a whole are held accountable for such malady. The government's inability to effectively sponsor education and motivate teachers to enhance their productivity is another factor viewed. Additionally, principals' leadership style might tremendously influence how scholastic performance progresses. Manner and approach of providing job satisfaction, commitment and behavioral outcomes define

what ethical leadership is. With varying extent from authoritarian, participative to delegative (Lewin, 2000) [2], one is not said to be effective over the others. Nevertheless, it depends upon what is more acceptable and workable in the university system.

Likewise, leadership, being a factor to the upliftment of university performance, has been at the care of much research and controversy for so many years [1].

Taking leadership and all the variables as a whole, the university performance can be best viewed in a clearer and more thorough perspective [3], [6]. In effect, monitoring of the university's performance in the locality makes this research even more imperative,

#### Scope and Limitation of the Study

This study was concerned on the dominant leadership traits of university managers towards job satisfaction of the respondents at Thai Nguyen province.

There were 300 teachers used as respondents with questionnaire and interview as the main instruments in gathering the data.

#### Population and Sampling

The sample consisted of teachers (lecturers) from ten (10) colleges at Thai Nguyen

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province. The sample size was 30 - 40 teachers (lecturers) per colleges for a total of 300 - 400 teachers (lecturers) to be surveyed. Random sampling approach was used to identify the respondents of the study. Eighty three percent (83%) or 255 out of the 309 lecturers were requested to answer the questionnaire.

### Instrumentation

In order to obtain relevant information needed in the study, a researcher-made questionnaire was formulated. It is composed of four (4) parts. Questionnaire A deals with charismatic style, B is on ethical leadership style while C and D refer to transformational and transactional styles consecutively. Each has six (6) statements. The final draft resulted out of ten (10) statements after validation of the instrument by seven (7) faculty who were not part of the respondents. It uses a four-point Likert scale which are the following: Strongly Agree (SA); Agree (A); Disagree (D) and Strongly Disagree (SD).

### Data Gathering Procedure

The researcher asked permission from different heads of Thai Nguyen province to conduct his study. Upon approval, he administered the questionnaire to his respondents. He explained clearly the purpose of the study and after answering the instrument, he retrieved them on the same day. The data were tallied, tabulated and analyzed afterwards.

### Statistical Treatment

The data were analyzed statistically using the following formulas:

To determine the perceptions of the respondents on the different leadership style, weighted mean was utilized.

The formula is:

WM	$4f + 3f + 2f + f$
	N

Where:

WM = weighted mean

f = frequency of responses

N = total respondents

To get the correlation between the most dominant leadership style towards the three variables: job satisfaction, work commitment and behavioral outcomes, chi-square was computed.

The formula is:

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

Where:

$\chi^2$  = Chi square

$\sum$  = Summation of raw scores

O = Observed frequencies

E = Expected frequencies

## RESULTS AND DISCUSSIONS

This chapter presents the data on tables with their corresponding analysis and interpretation. The presentation followed the sequence of the specific problem.

### Frequency and Mean Distribution on Charismatic Leadership

The above table 2 reveals that all the statements are strongly agreed by the respondents. It obtained a WM of 3.31, 3.33, 3.37, 3.33, 3.38, and 3.32 respectively. They perceived their leaders with an articulated communication skills; that they possess extraordinary qualities that this leadership is not for everybody; that any leader with this charismatic leadership can be used for better or for worse; that anybody can have this leadership and this type of leadership is not observed easily.

Having an AWM of 3.34 under the strongly agree analysis, it can be inferred that the respondents observe this type of leadership among their leaders [9].

### Frequency and Weighted Mean Distribution on Ethical Leadership

This table 3 shows that their leaders' possess integrity and honesty as revealed in item 1

with a WM of 3.25. The same with items 2, 3, 4, 5 and 6 with a WM of 3.27, 3.31, 3.29 and 3.22 consecutively. All these statements have an analysis of strongly agree. The respondents describe their leaders as fair in giving their decisions; that they care about people as a whole; that they always give trust and are willing to give their subordinates the right to report any problems that occur in management.

This ethical leadership can be seen in their managers as shown in the AWM of 3.27 with a descriptive analysis of strongly agree which can be given utmost importance[9].

#### Frequency and Weighted Mean Distribution on Transformational Leadership

Table 4 describes the six statements as strongly agree where the items got a WM of 3.33, 3.37, 3.38, 3.39, 3.35 and 3.36 consecutively. The respondents believed that their managers have motivated them from the lower to the higher level needs; they are given inspiration to make them committed and dedicated to their works; they are being reinforced to the established set of norms and practiced of the organization. They are motivated to perform to the highest expectation; they are assisted to do their jobs well in order to achieve their vision to develop their organization.

An AWM of 3.36 was obtained which has a descriptive analysis of strongly agree. These findings can be concluded that the managers are practicing transformational leadership to the highest level [9].

#### Frequency and Weighted Mean Distribution on Transactional Leadership

The above table reveals that the managers always based performance on rewards and penalties as stated in item 1 with WM 3.26, analyzed as strongly agree. The same

analyses are obtained by items 2 with WM of 3.29; item 3 with WM of 3.32; item 4 with WM of 3.22 and statements 5 and 6 garnered a WM of 3.32 and 3.35 respectively. This only prove that strict compliance through rewards and punishment observed; that when an emergency occurs this kind of leadership is evident in carrying out the problem; that their leaders give more importance on action rather than factual ideas; that there is strict observance on bargaining system when they have to agree on something and there is a chose monitoring of any error in which correction is given immediately.

With an AWM of 3.29 falling under strongly agree, it can be surmised that the managers are practicing also transactional leadership. This only proves that there is no definite leadership style being used by a leader[9].

#### Mean and Rank Distribution on the Different Leadership Styles

Leadership Styles	AWM	Rank
Charismatic Leadership	3.34	2
Ethical Leadership	3.27	4
Transformational Leadership	3.36	1
Transactional Leadership	3.29	3

From this table, it shows that transformational leadership style ranks first with an AWM of 3.36 followed by charismatic with an AWM of 3.34. The third in the rank is transactional which obtained and AWM of 3.29 and last in the rank is ethical leadership with an AWM of 3.29.

As revealed in the table the AWM is very close to each other which can be concluded that their managers are observing all these leadership styles when the situation calls for it [9]. This conforms with Fiedler theory of leadership which he calls contingency theory [4], [8]. He emphasizes that no one style of leadership is completely effective for all situations.

**Mean Distribution of the Responses as to Level of Job Satisfaction**

<b>Job Satisfaction</b>	<b>Weighted Mean</b>	<b>Descriptive Rating</b>
Feels pleasurable in his job	3.25	Very Satisfied
Has satisfaction on salary	3.27	Very Satisfied
Has good relationship with employers	3.31	Very Satisfied
Is appreciated on good work	3.29	Very Satisfied
Receives awards when work is well done	3.29	Very Satisfied
Feels secured with the job.	3.22	Satisfied
Has a good working condition.	3.27	Very Satisfied
Considers what is asked for	3.24	Satisfied
Is satisfied what is asked for.	3.28	Very Satisfied
Receives pay on time	3.31	Very Satisfied
<b>Average Weighted Mean</b>	<b>3.27</b>	<b>Very Satisfied</b>

On the level of job satisfaction, it reveals that the respondents are very satisfied as shown in almost all items except in items 6 and 9 where it got WM of 3.22 and 3.24 respectively. This explains the fact that they are satisfied in being secured in their job and gives due consideration on what is being asked from them. Items 1,2,3,4,5,7,9, and 10 got a WM of 3.25, 3.27, 3.31, 3.29, 3.27, 3.28 and 3.31 consecutively. The respondents find pleasure in doing his job that the salary received is commensurate to the work performed. They have good relationship with their employers; they received awards for outstanding performance; that there is security in their job; the workplace is convenient; that what is asked from them is satisfactorily done and they receive their salary on time.

With an AWM of 3.27 described as very satisfied, these findings can be inferred that the whole force of the institution has a high level of satisfaction in their work [9].

**Correlation of the Transformational Leadership Style on the Variables**

The table 10 reveals that transformational leadership which is exercised by the managers as the most dominant style is correlated to job satisfaction where the obtained chi-square of 3.61 is higher than the critical value at .01 level of significance. This same finding is revealed in work commitment and behavioral outcomes with a chi-square of 1.23 and 4.26 at .00 level of significance consecutively. Thus, the null hypothesis that neither of the

three variables has no significant relationship with the most dominant leadership style is rejected. It follows that the observance of transformational leadership has good relationship on the three variables. This simply explains the higher the performance of transformational leadership style, the higher the respondents show satisfaction[9].

**FINDINGS, CONCLUSIONS AND RECOMMENDATION****Findings**

After interpreting the data, the following findings were drawn:

1. The most dominant leadership style is transformational with an AWM of 3.36 (strongly agree).
2. The level of job satisfaction of the respondents got an AWM of 3.37 (very satisfied)
3. There is a significant relationship between transformational leadership style and the three variables which obtained a chi-square of 3.65 consecutively at .01 level of significance. Since the obtained chi-square value is higher than the critical value, the null hypothesis is rejected.

**Conclusions**

1. Based on the findings, the following conclusions were made.
2. The most dominant leadership style is Transformational leadership.
3. The respondents are highly satisfied on the level of job satisfaction.

The correlation between transformational leadership style, the higher is the job satisfaction of the respondents.

### Recommendations

In view of the results of the study, the researcher recommends: To use different samples coming from another institution to prove the reliability of the findings.

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### TÓM TẮT

### NGHIÊN CỨU ẢNH HƯỞNG PHONG CÁCH LÃNH ĐẠO CỦA HIỆU TRƯỞNG TRƯỜNG ĐẠI HỌC TỚI SỰ THỎA MÃN CÔNG VIỆC CỦA GIẢNG VIÊN TRONG ĐẠI HỌC THÁI NGUYÊN

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Mục đích chính của nghiên cứu này là tìm hiểu phong cách lãnh đạo chi phối của hiệu trưởng có ảnh hưởng đến mức độ hài lòng công việc của những người được hỏi tại Đại học Thái Nguyên. Đặc biệt, nghiên cứu được tiến hành để: Xác định phong cách lãnh đạo chi phối của hiệu trưởng như cảm nhận của người được hỏi. Tìm hiểu mức độ hài lòng công việc của người trả lời. Tương quan phong cách lãnh đạo chiếm ưu thế với yếu tố được đề cập tới. Khảo khổ phân tích của nghiên cứu này xuất phát từ nghiên cứu Bushman, M. (2007) [7]. Nghiên cứu này sử dụng các thiết kế tương quan mô tả trong việc phân tích các biến điều tra Theo Sevilla, et al. (2004) [5], được thiết kế để giúp xác định mức độ mà các biến khác nhau có liên quan đến nhau trong số đồng quan tâm. Phương pháp lấy mẫu ngẫu nhiên được sử dụng để xác định người được hỏi nghiên cứu. Tám mươi ba phần trăm ( 83%) tương đương 255 giáo viên trên 309 giảng viên được yêu cầu trả lời các câu hỏi. Nghiên cứu sẽ cung cấp cho các nhà lãnh đạo một ý tưởng rõ ràng về hiệu quả và thành công của các hiệu trưởng trong công việc quản lý trường đại học.

**Từ khóa:** Phong cách lãnh đạo, sự hài lòng, trường đại học, hiệu trưởng trường đại học

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