

**The study of managers leading style based on Likert theory with regard to the amount of job satisfaction
(A case study of Darrehshahr teachers)**

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Abstract: The current paper aims at collecting teachers' opinions on school principal's style of managing and it's correlation with the amount of teachers' job satisfaction in schools based on Likert idea (theory). The basic supposition of this study is to see whether there is a meaningful relationship between schools principal's styles of managing and teachers satisfaction in statistical science based on Likert theory. This measurable study include all teachers in technical, high, guidance and elementary schools in Darrehshahr city in 89-90 including 131 teachers among which 1999 teachers are practitioners in 15 school and were selected randomly. To collect required data two questionnaires were used. One used by school principal was based on Likert style and the other was (Minesuta) job satisfaction questionnaire which investigated the amount of teachers' satisfaction. The prominent method was correlation Pearson. The data collected were analyzed via SPSS and Anova, to see mean differences of two group t-test and complimentary test and the following results were achieved.

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Introduction

Basically, management is needed in all aspects of social life. The soul and body resources without management will see wipe out. Among these, management in educational sets for their sensitivity of their roles in society is of higher importance. This is because these centers have a significant role in culture transmission from one generation to other generation and here teachers have vital and significant role.

Educational setting efficiency is bound to an efficient management. Nowadays, with regard to fundamental changes in various arenas like science and technology particularly in many decades ago, the duty and tasks of management has been more complicated in comparison to the past. Therefore, the individuals trained specially in this area can have a higher efficiency. Human power is an important and efficient factor affecting each organization achievement and without it no organization can reach the desirable outcome and result.

2. Statement of the problem

In this article the amount of both male and female teachers' job satisfaction in high, technical, guidance and elementary schools of both sex in the city of Darrehshahr in the educational year 89-90 and it's correlation with the style of school manager based on

Likert styles including imperative-exploited, imperative-advisory, leading-counseling and leading-cooperative were investigated.

3. The significance of the study

Since the fundamental column of development and improvement of each society are the expert human resources this source is important is education as well. Among these teachers have a great duty on their shoulders with regard to teaching and training so, the more motivated they are, they higher their efficiency is. Since education plays a key role for the next generation the sensitivity to its management in education in all levels is of utmost importance. If proper leading is put forward to teachers in leading and managing classes and they go to classes with a higher motivation and satisfaction the amount of classes efficiency will undoubtedly increase.

The high statistical of school in May reveals that schools which have had the highest success/pass statistical have had a notable and strong leading system and the instructors have had a high motivation and attitude in that educational environment.

Therefore, if better teacher training method be correlated with proper school management and principals be taught this will have a positive impact upon the efficiency of schools.

This study follows the strategy to measure the impact of management styles on teacher's satisfaction and introduces a more efficient model to be applied by principals of school.

4. Purpose of the study

Primarily, the final aim of the study is presentation of feedback to principals under study to not only amend their management style but also gain a good recognition and awareness from the individuals under their ruling. The other aim is related to educational setting so that this could have a feedback on it to help recognition about class's management style in order to be used in training centers for principals.

5. Research assumption

1. There is a meaningful relationship from the points of views of Likert between principals leading and teachers' job satisfaction.

2. There is a meaningful relationship between authoritative-exploited leading of managers and teachers' job satisfaction.

3. There is a meaningful relationship between imperious-beneficiary style of leading managers and teachers' job satisfaction.

4. There is a meaningful relationship between advisory leading principals and teachers' job satisfaction.

5. There is a meaningful relationship between advisory leading of managers and teachers' job satisfaction.

6. Research domain

Generally speaking, this research was done around teacher's job satisfaction and in particular it dealt with the relationships between Likert leading styles and the amount of teacher's job satisfaction. It covered high, technical, guidance and elementary schools. The extended time was in March to September 1390.

7. The main variables of the research

Dependent variable: Leading styles of managers based on Likert including imperious/exploited, imperious/ beneficiary, cooperative/counseling.

Independent variable: The amount of technical, high, guidance and elementary teacher's job satisfaction of both sexes in Darrehshahr city in Ilam province in 89-90.

Unwanted variables: Teachers age, level of education, gender and teaching experience.

8. Definition of words and expressions

Leading: Leading is penetration into individuals so that they can achieve the results (Abbas Zadegan 1376, p.28). According to George Tery leading is affecting others so that they attempt for group aims according to liking (Hersi & Belanchard).

Job satisfaction: With regard to efficiency job satisfaction becomes meaningful. Efficiency is the amount of organizational behavior agreement to the expectation of that organization and it is a subcategory of organizational behaviors with needs and personal goals. Satisfaction denotes the organizational expectations and personal needs.

In fact, satisfaction is desirable when there is agreement among them (Elagheband, 1369, p.103).

Teachers: These who teach in guidance, technical, high and elementary schools.

9. Literature review

Though we mentioned few individuals who defined leadership, according to management, leadership is the process of directing and using influence over group activities. Such a definition has four applications:

First, leadership is proposed on individuals or followers and individuals should accept leader instructions and facilitate leading process.

Second, leadership is a prerequisite to the distribution of unequal power and the group members. Though group members are not free of power and can shape the group activities via various ways but there is no doubt that leader influence is much higher.

The third aspect of leader is related to his capabilities in running and applying power on others via various ways. In reality these are leader who can influence organization members so that they do whatever they can in their power.

The fourth, aspect of leading is a combination of all three above mentioned and here "values" are of regard. Spiritual leader deals with values and help others to choose an informed choice (Stoner, Freeman, and Gilbert, 1935, p.804).

10. Leading and managing distinction

These two are often used interchanged but most experts distinguish between them. Leading encompasses a broad area. Managing is a specific kind of leading which organization goals are preferred. The main difference between the two terms is due to word "organization".

Leading is when a person, for any reason, tries to affect others. This can be attributed to his own or others goal to be achieved and be in harmony with organization goals (Rezaian, 1380, p.376).

11. Leading style definition

According to Hersei and Belanchard style and personality are interchangeable to them a person's personality is defined as behavior patterns which he shows while leading others activities (Alagheband, 1365, p.85).

- Grey Desler knows six leading styles in this concept according which what a leader dose

and his behavior is like (Madani, 1368, p.79-80).

- Leading style makes leader's attitudes and skills philosophy obvious and clear in their actions (Tousi, 1375, p.267).

Viewing the above mentioned definitions' behavior features can be mentioned, according to the variability of behavior in various circumstances it can be understood that leading style is variable and a mere style cannot be applied in all circumstances, organizations and institutes.

So, leading style a manager with his suppositions with regard to human nature and people working with him in that organization is relevant. The presupposition of a leader consciously or unconsciously affects his style of leading.

12. Main approaches in leading studies

So far various studies have been done about leading. Here, we analyze the results of some of them in three broad areas namely the characteristics of lead, leader behavior and leader destination.

13. The characteristics of leading

Some believe that leaders have excellent characteristics. This group lists some characteristics and believes that according to these characteristics pertinent to leader distinguish them from other individuals; even the experts have no common idea about these characteristics. According to the results obtained leaders are not different from other people viewing the characteristics and just fifteen percent may involve. This percent is of course in fluctuation. Some of the features are as follows:

1. Intelligent: Leaders are often more intelligent than their followers, they are engaged in complicated problem, for this reason they are considered to be more intelligent.
2. Expressive language: This is of high importance because it is a key which can motivate others.
3. Idea extension and thought maturation: This should be in the extent that prevents them from discouraging and also preclude leaders from being proud. A leader should be patient and do not include enemies sense in his decision. He should have an independent decision making.

4. Having high internal motivation to achieve the goals so that after reaching a goal think of the next goal.

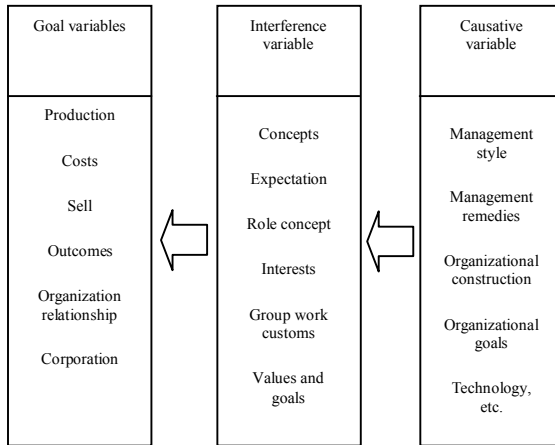
Leaders not only like success but also like to receive mundane rewards honestly. Leaders' attitudes and religious beliefs is something obvious to his followers because leader affects others on the basis of these beliefs. Leaders should not only respect employs but also encourage them. If leader thinks just as the followers respect and obey him, he will

certainly face with a lot of problems (Keit Devis, 1981, p.98).

14. Likert leading style

Renesis Likert identifies three variables causation, interference, and the goal which are usable.

They are correlated which is shown in the following diagram.



Renesis Likert and his assistants in Michigan institute know human resources and capitals as a necessary key to management and have emphasized on it.

Lickert has conducted organizational behavior in various industrial institutes. The aim of these programs is to help various organizations to report on or y theory.

15. Factors affecting job satisfaction

Laok knows the main factors affecting job satisfaction as follows: Jenipher expresses eight factors affecting job satisfaction according to table 1-2 as follows:

Table(1).Factors affecting job satisfaction (Hemati, 1381, p.68).

Job factors	explanation
using ability	Allows the person to use his abilities
Success	The sense which is arisen in a person
Activity	The ability of keeping a person in work
Promotion	Having development opportunity
Adoption	Having control on others
Guidelines	Causes satisfaction of employees
Rewards	The amount which employees receive
Collogues	The quality which is gained in work condition
Creativity	Having freedom to act
Independency	Having the ability to do work alone
Ethical values	Not being forced to work against

	superego
Encouragement	Being encouraged to do a good work
Responsibility	Being responsible for decisions and activities
Security	Having security in job
Social services	Being able to do work for others
Social status	Being recognized for others
Human relationship	The internal skill of supervisor
Technical supervisory	The related skills of supervisor
Variety	Doing various works in the job
Work condition	Work hours, temperature, ventilation, etc.

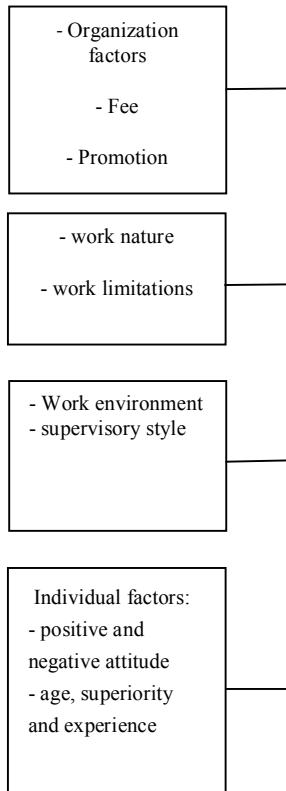
Job satisfaction increases individuals efficiency, person is bound commitment to organization, the body and mental health of a person is guaranteed, learns new job skills and faces less problems in jobs environment. It has also various positive consequences and affects Persons sense and his interests toward cooperation. Job satisfaction has a significant impact on the way of behaving to others too (Mohammadzadeh & Mervajan, 1375, p.282).

Job dissatisfaction, in the other end, decreases employee's mentality and causes an undesirable work mentality. Some of low work mentalities are as: anxiety, missing from work, work delaying, leaving the work and precocity retiring (Moghimi, 1357, p.389).

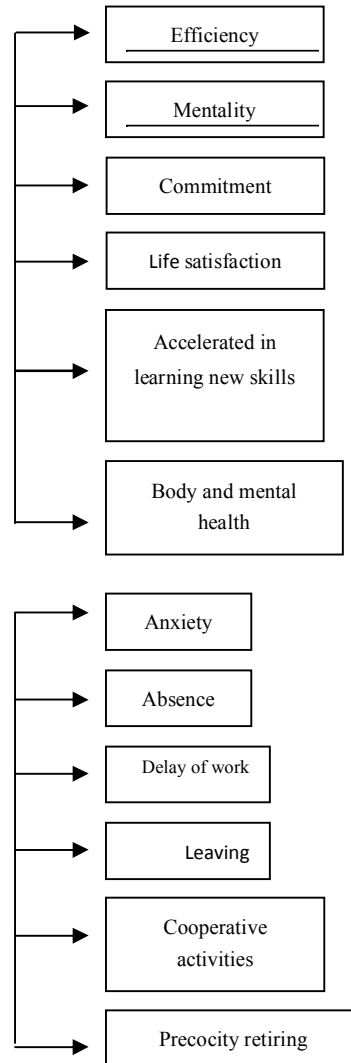
The above mentioned matters are drawn in drawn in diagram (1).

16. Job satisfaction and dissatisfaction consequences

Factors affecting job satisfaction



Consequences of job satisfaction and dissatisfaction



17. Job satisfaction measurement

One of the valid means of job satisfaction measurement is description index. Job satisfaction is due to various aspects of jobs like payment, promotion opportunities, supervisory, and work environment as well as guidelines.

In JDI model five factor affecting job satisfactions are as follows:

1. Payment: The amount of salary received.
2. Job: The extent that the job causes commitment and responsibility.
3. Promotion opportunity: An access to opportunities to promote.
4. Supervisory: The ability of the supervisory for showing work interest and paying attention to employees.
5. Collogues: when collogues have a friendly, supportive relationship (Moghimi, 1377, p.391).

18. Research method

In this survey since the aim is investigating the relationship between two variables the survey method has been used. This is for accessing data via through them the relationship between variables can be discussed (Delvar, 1379, p.17).

This survey deals with two variables which there is one percent probable to create the second variable. In fact we have used correlation method in the current research.

19. Social and statistical samples

Statistical sample is a group of individuals or entities which have at least a common feature (Sarmad, 1380, p.137). The current paper statistical sample include all the employed men and, women teachers in elementary, guidance, technical and high school in Darrehshahr city in the educational year 1389-90.

According to Kokarran formula for determining sample capacity from 199 persons about 131 ones were achieved.

$$n = \frac{NZ^2Pq}{NZ^2 + Z^2Pq}$$

$$n = \frac{199(1/96)^2(0/5)(0/5)}{199(0/05)^2 + 1/96)^2(0/5)(0/5)} = 131$$

20. Questioner justifiability and stability

Validity means justifiability and stability is different times. This means that various test scores are compared to each other. Therefore, if a test is repeated many times the result will be the same. In this regard, Cronbach's method is used. Questioner justifiability has been verified and worked on by experts and university professors, and the questioner was distributed among thirty persons.

The results were analyzed by SPSS which shows that 86 percent verified the questioner (Alpha=86%).

About second questioner which deals whit job satisfaction Minesuta model which is highly valid and Anold Feldman D.C are included. According to one of their statement one of the factors which Minesuta is considered significant is its justifiability and its reliability. The elements are highly interrelated and are superior to other measurement means. Viewing validity, heterogeneous results are shown by this means (Arnold, 1986, p.87).

21. Statistical applied method

In order to analyze data descriptive and inferential statistics have been used and individual questioners have been given to SPSS package software program. Pearson regression model has been used for investigation of the relationship between job satisfactions and leading style.

As Delvar says; the correlation method is used once that the variables under study be studied continuously (Delvar, 1380, p.211).

Variance was also used to show the individual correlation and characteristics of teachers like their educational level, experience, age and factor such as being or married were determined via T.test.

22. Results and hypotheses

The results of supposition Tests are as follows:

supposition	result
1. There is a meaningful relationship according to Likert model between job satisfaction of teachers and managers leading style	verified
2. There is a meaningful relationship between authorities-exploited leading style and teachers job satisfaction	verified
3. There is a meaningful relationship between teachers job satisfaction and manager beneficiary	verified
4. There is a meaningful relationship between counseling leading of managers and teachers job satisfaction.	verified
5. There is a meaningful relationship between cooperative leading style of managers and teachers job satisfaction.	verified

After that we deal with the results. The first hypothesis states that there is a meaningful relationship between managers leading style and teachers job satisfaction. Here according to Pearson and SPSS 1% in amount of 47% is seen and is higher than coefficient, so it is rejected and in fact the first hypothesis of the current survey is verified. This means that there is a positive and meaningful relationship between leading style and teacher's job satisfaction.

- The second hypothesis states that there is a meaningful relationship between imperative-

exploited leading style of Likert and teachers job satisfaction. According to the results based on SPSS the correlation coefficients 0/279 and is higher than 1%, therefore, it is accepted i.e., there is a meaningful and positive relationship between imperative-exploited leading style of Likert and teachers job satisfaction.

With regards to third hypothesis, it should be said that there is a meaningful relationship between imperative-beneficiary leading style of Lickert and teachers job satisfaction. According to the results obtained the amount of Pearson regression correlation coefficient is 0/392 which is larger than the correlation, therefore it is verified.

According to the forth hypothesis there is a meaningful relationship between counseling leading style of Likert and teachers job satisfaction. According to the results obtained via SPSS the correlation coefficient Pearson is 0/471 which is larger than the critical coefficient and therefore it is accepted and verified. This means that there is a meaningful and positive relationship between counseling leading style of Likert and teachers job satisfaction.

The fifth hypothesis states that there is a meaningful relationship between cooperative leading style of Likert and teachers job satisfaction. Again, according to the result obtained via SPSS package the correlation coefficient is 0/412 and 1% larger than the coefficient. Therefore, this hypothesis is verified. This means that there is a positive and meaningful relationship between cooperative leading style year 1389-90.

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