

# **A Study of Principals' Leadership Styles and Teachers' Job Satisfaction**

Khin Mar Ni<sup>1</sup>, Nu Nu Htwe<sup>2</sup> and May Htet Aung<sup>3</sup>

## **Abstract**

This research specifically studies principals' leadership styles and teachers' job satisfaction in Basic Education High Schools, Thaton Township, Mon State. Descriptive survey research design was employed and quantitative and qualitative methods were used in this study. As focused on purposive sampling method, among eleven Basic Education High Schools in Thaton Township, Mon State, five high schools under the criteria for inclusion in this study, every high school of a principal with at least one year service in the current station, were selected as samples. Data were collected from 294 teachers from these five high schools. Leadership Style Questionnaire and Teacher Job Satisfaction Questionnaire (Lester, 1987) were used as an instrument. Descriptive statistics analyses revealed that democratic leadership style was the most prominent leadership style among principals of Basic Education High Schools, Thaton Township, Mon State. And it was found that teachers had moderately high satisfaction level in their job. One-Way ANOVA analyses revealed that there were significant differences in some dimensions of teachers' job satisfaction grouped by teaching service and position. Pearson correlation analyses expressed that there were significant and positive relationships among principals' leadership styles and teachers' job satisfaction. It was found that teachers' job satisfaction positively and weakly correlated with autocratic leadership style. And teachers' job satisfaction positively and moderately correlated with democratic leadership style and laissez-faire leadership style. The results of the study contribute to the importance of principals' leadership styles in explaining its relation to teachers' job satisfaction. Future research should further investigate not only for primary and middle schools in the same township but also for the schools in other townships, states or regions as this study has been conducted for only high schools in Thaton Township, Mon State.

**Key words:** Leadership, Leadership Style, Job Satisfaction

---

1. Lecturer, Dr., Department of Educational Theory, Yangon University of Education

2. Assistant Lecturer, Dr., Department of Educational Theory, Yangon University of Education

3. Senior Teacher, BEHS (Branch) Katikekalay, Thaton Township, Mon State