

# **A Study of Principal's Leadership Behaviours and Teacher's Job Performance in Basic Education Schools, Kyaikhto Township, Mon State**

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## **Abstract**

The aim of the study was to investigate the principal's leadership behaviours and teacher's job performance in Basic Education Schools, Kyaikhto Township, Mon State. Quantitative and qualitative methods were used in this study. A total of 15 principals and 278 teachers were selected from 15 Basic Education Schools by using simple random sampling method. Two sets of questionnaires were used, one for principals and the other for teachers. Each set of questionnaire contained two parts. The first part of the questionnaire was used to seek data about principals' leadership behaviours and the second part of the questionnaire was used to collect information about teachers' job performance. The reliability coefficients (Cronbach's alpha) were 0.97 for principals' leadership behaviours and 0.78 for teachers' job performance. Descriptive statistics, independent sample *t*-test and Pearson Product-Moment Correlation were used to analyze the data.

The result of principals' leadership behaviours showed that principals commonly practiced all leadership behavior (task-oriented behaviours, relations-oriented behaviours, change-oriented behaviours and external leadership behaviours). In primary schools and high schools, external leadership behaviours were a little more practiced than other behaviours. In middle school, according to principals' responses, change-oriented behaviours were a little more practiced than other behaviours and according to teachers' responses, external leadership behaviours were a little more practiced than other behaviours. According to the average weighted mean value of principals' and teachers' responses, external leadership behaviours were a little more practiced than other behaviours. There was no significant difference between the responses of two groups.

The result of the level of teachers' job performance showed that the job performance level of teachers was at high level according to teachers' position, age and total years of service. In order to average weighted mean value of principals' and teachers' responses, the job performance level of teachers was also at high level. There is significant and positive relationship between principals' leadership behaviours and teachers' job performance. The informations from open-ended questions were complementary to the quantitative findings.

**Keywords:** leadership, leadership behaviours, teachers' job performance

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