

**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
Lim Bee Lee**

© Lim Bee Lee, 3996. All rights reserved



**Sekolah Siswazah
(Graduate School)
Universiti Utara Malaysia**

**PERAKUAN KERJA TESIS
(Certification Of Thesis Work)**

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

LIM BEE LEE

calon untuk ijazah
(candidate for *the degree of*) Master of Science (Management)

telah mengemukakan tesisnya yang bertajuk
(has presented his/her thesis of the following title)

Leadership Style and Motivational Goals of Secondary School
Principals in Pulau Pinang.

seperti yang tercatat di muka surat tajuk dan kulit tesis
(as it appears on the title page and front cover of thesis)

bahawa tesis **tersebut** boleh diterima dari segi bentuk serta kandungan, dan meliputi bidang ilmu dengan memuaskan.
(that the thesis **is** acceptable in form and content, and that a **satisfactory** knowledge of the field is **covered** by the thesis).

AJK Tesis
(Thesis Committee)

Nama
(Name) Dr. Nik Kamariah Nik Mat
(Penyelia Utama/Principal Supervisor)

Tandatangan
(Signature)

Nama
(Name) Puan Norazuwa Mat

Tandatangan
(Signature)

Nama
(Name) _____

Tandatangan
(Signature) _____

Tarikh
(Date)

11 November 1996

PERMISSION TO USE

In presenting this thesis to the Graduate School of Universiti Utara Malaysia in partial fulfillment of the requirements for the award of the degree of Master of Science (Management), I agree that the library of this university may make it freely available for inspection. I also agree that permission for copying **from** this thesis in any manner, in whole or in part, for scholarly purposes may be granted by the lecturers who supervised my thesis work; or in their absence by the Dean of the Graduate School. It is understood that any copying, publication or use of this thesis in any manner, in whole or in part, for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use from any material in my thesis.

Requests for permission to copy or to make other use of materials in this thesis, in whole or in part, should be addressed to:

Dean of Graduate School
Universiti Utara Malaysia
06010 Sintok, Kedah Darulaman,
Malaysia.

ABSTRAK

Kajian **ini** menyiasat perhubungan di antara stail kepimpinan pengetua sekolah menengah dan keperluan motivasi mereka **serta** pembolehubah-pembolehubah demografi (umur, jantina, urutan kelahiran dan pengalaman sebagai pengetua) Pembolehubah bersandar, iaitu stail kepimpinan dikaji berdasarkan dimensi pertimbangan dan penyadautamaan struktur, sebagaimana yang **diukur** oleh soal selidik deskriptif kelakuan kepimpinan (LBDQ). Pembolehubah bebas ialah keperluan motivasi ("**nAch**, **nAff**, **nPow**") sebagaimana yang didefinisikan oleh McClelland **tentang** teori keperluan individu. Soal selidik diedarkan kepada 34 orang pengetua sekolah menengah di Pulau Pinang. Data dianalisis dengan kaedah pekali pertalian Pearson, **analisis** varian (ANOVA), ujian-t dan teknik multi-regresi stepwise. Dapatan daripada kajian menunjukkan bahawa kedua-dua dimensi stail kepimpinan pengetua berkorelasi secara signifikan dengan **nAch** (keperluan pencapaian) mereka. Terdapat perhubungan yang signifikan di antara stail kepimpinan berdasarkan dimensi struktur dan **nPow** (keperluan kuasa). Walau bagaimanapun, didapati tiada perhubungan di antara **gaya** kepimpinan dan keperluan untuk berhubung (**nAff**). **Keempat-empat** pembolehubah demografi didapati tidak **menunjukkan** perbezaan yang signifikan **pada** tahap **signifikan .05**. Dalam **analisis** multi-regresi stepwise, **nAch** dan **nPow** muncul sebagai peramal utama untuk stail kepimpinan berdasarkan pertimbangan dan penyadautamaan struktur **masing-masing**. **Juga** dapatan yang **signifikan** ialah pengetua-petgetua **menunjukkan** dimensi pertimbangan dan penyadautamaan struktur yang tinggi. Keperluan kuasa mempunyai perhubungan negatif dengan umur pengetua.

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 (**nAch**, **nAff**, and **nPow**) 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 **nAch**. There is significant relationship between leadership style along initiating structure and the **nPow**. However, no significant relationship was found between leadership style and the **nAff**. The four demographic variables found no significant differences at the .05 level of significance. The **nAch** and **nPow** 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 **nPow** 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

ACKNOWLEDGEMENT

I wish to express my sincere thanks and heartfelt gratitude to my major thesis supervisor, Dr. Nik Kamariah Nik Mat, of the School of Management, Universiti Utara Malaysia, for her invaluable scholarly guidance, professional advice and endless patience in the preparation and completion of this thesis.

I am also grateful to **Puan** Norazuwa Mat of the School of Management, U.U.M., for her constructive ideas and encouragement. For the many hours of assistance prior to the preparation of this thesis, I express my thanks also to Prof. Dr. Milandre Nini Rusgal of the Graduate School, U.U.M.

To Assoc. Prof. Dr. Ibrahim Abdul Halim, the Dean of the Graduate School, Universiti Utara Malaysia, and Dr. Azmi Zakaria, former Deputy Director of Institute Aminuddin Baki, currently Director of Education Negeri Sembilan, I express my sincere appreciation for their help, understanding and support.

My appreciation is also extended to my principal, Mr. Loo Hock Guan and senior assistant, Mr. Koay Teng Chin for their consistent support and encouragement. Thanks are also extended to the principals and senior assistants of the 41 schools in Georgetown, Penang, and the 7 schools in Butterworth, and the Department of Education, Penang for their co-operation without which this study would not have been possible.

I am greatly appreciative and indebted to V.P. Mohan of Universiti Sains Malaysia - the best mentor and editor one could wish for and valued friend - for his keen perception in spotting stylistic flaws and painstakingly editing my writing, and above all, his unceasing encouragement and complete faith in me all the way.

To Chin Ai Fu, I express my gratitude for patiently helping me to run the statistical tests on my data in the SPSS program. Zaleha Bt Md Yusof and Wong Yoke See also deserve a big thank you for their generosity in assisting me with the computer graphics.

Special thanks go to Chang Fui Chin who gave **freely** of her time as I repeatedly interrupted her research so that I could do mine, and from whom I learned so much. Thanks are also due to Hamdiah Bt Othman and Allison Lee Gim Wah for their constant assistance and suggestions.

Last but not least, unceasing thanks and heartfelt gratitude to those dearest to me: to my parents - whom I owe more than words can say - who gave me the love, support and understanding I needed to persevere; to my sisters Mary and Yoki and their respective families, without their wisdom, love, compassion, prayers and endless tolerance, I could not have finished this thesis.

And above all, to God, with humble thanks for His Amazing Grace.

CONTENTS

Permission to Use	i
Abstrak	ii
Abstract	iii
Dedication	iv
Acknowledgement	v
Contents	vi
List of Tables	ix
List of Figures	xi

CHAPTER ONE INTRODUCTION

1.1	Chapter Overview	1
1.2	Background of the Study	1
1.3	Context of the Problem	4
1.4	Research Objectives	11
1.5	Research Questions	12
1.6	Significance of the Study	13
1.7	Delimitations of the Study	15
1.8	Layout of the Remaining Chapters	17

CHAPTER TWO A REVIEW OF THE LITERATURE

2.1	Chapter Overview	18
2.2	Leadership	18
2.3	Leadership Theories	21
	2.3.1 Trait Theory	22
	2.3.2 Situational Theory	23
	2.3.3 Behavioral Theory	28
2.4	Past Studies on the Ohio State Leadership Style	38
2.5	Motivational Goals	43
	2.5.1 Need for Affiliation	46
	2.5.2 Need for Achievement	47
	2.5.3 Need for Power	49

2.6	Suggested Relationship Between Leadership Style and Motivational Goals	50
2.6.1	Model of Performance Dimensions	50
2.6.2	Social Systems Theory	52
2.7	Past Studies on Motivational Goals and Leadership Styles	53
2.8	Personal Demographic Characteristics	56
2.8.1	Academic Qualifications and Experience	56
2.8.2	Age	57
2.8.3	Gender	57
2.8.4	Birth Order	60

CHAPTER THREE RESEARCH METHODOLOGY

3.1	Chapter Overview	61
3.2	Research Design	61
3.3	Research Model	61
3.4	Research Hypotheses	64
3.5	Definition of Terms	65
3.5.1	Conceptual Definition	65
3.5.2	Operational Definition	67
3.6	Methodology	73
3.6.1	Population of the Study	73
3.6.2	Sampling	73
3.6.3	Data Collection and Methods	74
3.6.4	Data Collection	81
3.6.5	Data Analysis Techniques	82
3.6.6	Descriptive Statistics	82
3.6.7	Inferential Statistics	82
3.6.8	Decision criteria	84

CHAPTER FOUR FINDINGS AND DISCUSSION

4.1	Chapter Overview	86
4.2	Profile of the Respondents	86
4.3	Correlation Matrix	90
	4.3.1 Leadership Style and Motivational Goals	91
	4.3.2 Leadership Style and Age, Experience	101
4.4	t-Test and ANOVA Results	104
	4.4.1 Leadership Style and Gender	104
	4.4.2 Leadership Style and Birth Order	107
4.5	Stepwise Multiple Regression Results	108
4.6	Other Significant Related Findings	110

CHAPTER FIVE SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1	Chapter Overview	116
5.2	Summary of the Findings	117
5.3	Implications of the Main Findings	118
5.4	Recommendations and Suggestions for Future Research	122
5.5	Strength and Limitations of the Study	125
5.6	Conclusion	126

BIBLIOGRAPHY 128

APPENDICES

A	The Managerial Grid	139
B	Approximate Correspondence Among Leadership Styles	140
C	List of Secondary Schools in Georgetown	141
D	Questionnaire	143
E	Correspondence	151
F	Pearson Product Moments Correlation Coefficient	155

LIST OF TABLES

Table	Page	
2.1	Summary of Leadership Styles	38
3.1	Indicators for Leadership Style Variable (Consideration)	69
3.2	Indicators for Leadership Style Variable (Initiating Structure)	70
3.3	Indicators for Motivational Goals	72
3.4	Sample Size by Gender	73
3.5	Summary of Reliability Coefficients (Cronbach's Alpha) of Previous Studies	76
3.6	Distribution of Questionnaire Items	77
3.7	Motivational Goals Items	78
3.8	Leadership Style Items	79
3.9	Reliability Coefficients (Cronbach's Alpha)	81
3.10	Reliability Coefficient Determining Strength of Relationships	84
3.11	Statistical Tools and Usage	85
4.1	Distribution of Respondents by Age	88
4.2	Distribution of Respondents by Principalship Experience	90
4.3	Pearson Correlation Coefficients of Leadership Styles	90
4.4	Correlation Matrix of Leadership Style (Consideration) with nAch Items	93

4.5	Correlation Matrix of Leadership Style (Initiating Structure) with nAch Items	95
4.6	Correlation Matrix of Leadership Style (Initiating Structure) with nPow Items	100
4.7	Correlation Matrix of Leadership Styles with Age	102
4.8	Correlation Matrix of Leadership Styles with Principalship Experience	103
4.9	Gender Differences in Leadership Style	105
4.10	Birth Order Differences and Leadership Style	107
4.11	Stepwise Multiple Regression Results	109
4.12	Responses on Leadership Style (Initiating Structure)	112
4.13	Responses on Leadership Style (Consideration)	114
5.1	Summary of Hypotheses Tests	117

LIST OF FIGURES

Figure	Page
2.1 Ohio State Leadership Grid	34
2.2 Performance Dimensions	53
2.3 Depiction of a Social Systems Theory	55
3.1 Schematic Diagram Showing Correlates of Leadership Styles	66
3.2 Mathematical Model showing Predictors of Leadership Styles	67
4.1 Distribution of Respondents by Gender	91
4.2 Distribution of Respondents by Birth Order	93

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,

The contents of
the thesis is for
internal user
only

BIBLIOGRAPHY

- Adair, J. (1989). *The Action-Centered Leader*. Petaling Jaya: Pelanduk Publications.
- Al Asmar, M. (1994). " *The Relationship Between Job Satisfaction And Perceptions Of Principal Leadership Behavior: A Study Of Female Saudi Public Secondary School Teachers (Women Educators)*". Doctoral Dissertation, The George Washington University. DAI-A 55/07, p1748.
- Ali, H. (1994). " *Se&Perceived Administrative Leadership Styles Of Presidents, Vice-Presidents, And Deans In Public Community And Junior Colleges In Texas*". Doctoral Dissertation, University Of North Texas. DAI-A 55/1 1, p3422.
- Allen, B. (1987). *A Construct Validation Study of the Relationship Between Interpersonal Behavior Styles as Described by the Social Style of Behavior Profile and Leadership Styles as Described by the Leader Behavior Analysis*. UMI. Texas.
- Allen, L. (1987). *Management and Organization*. New York: McGraw-Hill Book co.
- Aminuddin, M. (1991). " *Tingklahlaku Pemimpin: Faktor Wujudulu dan Sumbangannya kepada Keberkesanan Kepimpinan* ". Doctoral thesis, Universiti Kebangsaan Malaysia.
- Anderson, J. (1995). " *Leadership and Effectiveness: Theory and Empirical Testing*". Doctoral Dissertation, University Lunds (Sweden). DAI-C 56/01, p46.
- Anderson, L. (1972). *Secondary School Administration*. Boston: Houghton Mifflin co.
- Anderson, L. & Van Dyke Lauren. (1972). *Second&y School Administration*. Boston: Houghton Mifflin Co.
- Ang, B.L. (1995). " *Leadership Styles of Principals*". Unpublished Master's Thesis, Universiti Utara Malaysia.

- Arnold, H. & Fieldman, D. (1986). *Organizational Behavior*. New York: McGraw Hill Book Co.
- Argyris, C. (1960). *Understanding Organizational Behavior*. Homewood, Illinois: Dorsey Press.
- Ary, D. & Jacobs, L. (1976). *Introduction to Statistics: Purposes and Procedures*. New York: Holt, Rinehart & Winston.
- Banner, D. & Blasingame, J. (1988). "Towards A Developmental Paradigm of Leadership". *Leadership & Organization Development Journal*, 9 (4), 7-15.
- Bartol, K. & Butterfield, D. (1976) "Sex Effects in Evaluating Leaders". *Journal of Applied Psychology*, 61, 446-54.
- Baron, R. & Greenberg, G. (1989). *Behavior in Organization, Understanding and Managing the Human Side of Work*. New York: Allyn & Bacon.
- Bass, B. & Stodgill, (1990). *Bass And Stodgill's Handbook Of Leadership*. London: The Free Press.
- Bayne-Jardine, C. (1994). *Developing Quality Schools*. London: The Fulmer Press.
- Beach, D. (1985). *Personnel: The Management Of People At Work* New York: MacMillan Pub. Co.
- Bennis, W. & Nanus, B. (1994). *Leaders on Leadership*. Boston: Harvard Business School Press.
- Blake, R. & Mouton, J. (1985). *The Managerial Grid III*. Houston Gulf.
- Blumberg, M. & Pringle, C. (1982). "The Missing Opportunity in Organizational Research: Some Implications for a Theory of Work Performance". *Academy of Management Review*. October, 565.
- Boles, H. & Davenport, J. (1985). *Introduction to Educational Leadership*. New York: Harper & Row Publishers.
- Bolman, L. & Deal, T. (1991). *Reframing Organizations: Artistry, Choice, and Leadership*. San Francisco: Jossey-Bass Publishers.
- Bossert, S.; Dwyer, D.; & Rowan, B. (1982). "The Instructional Management Role of Principals". *Educational Administration Quarterly*, 18 (3), 34-64.

- Bowditch, J. & Buono, A. (1994). *Organizational Behavior*. New York: John Wiley & Sons Inc.
- Brown, A. (1967). "Reactions to Leadership". *Educational Administrative Quarterly*, 3, 62-73.
- Bryan, L. (1993). "*Gender, Power and Leadership Style: Perceptions of Selected Senior Level North Carolina College Administrators*". University of North Carolina. DAI-A 54/08, p2812.
- Buchanan, D. & Huczynski, A. (1985). *Organizational Behavior*. London: Prentice Hall International Inc.
- Buehl, E. (1994). "*A Study in Organizational Adaptation to Environmental Demand?*". Widener University. DAI-A 55/05, p1378.
- Campbell, R., Bridges E. & Nystrand, R. *Introduction To Educational Administration*. (1977). Boston: Allyn & Bacon Inc.
- Carr, R. (1987). "*A Comparative Analysis Of Leadership Attitudes Of Male And Female California Secondary Public School Principals*". Doctoral Dissertation, Loma Linda University. DAI-A 48/08, p 1939.
- Cartright, D. & Zander, A. (1990). *Leadership and Group Performance: Introduction, Group Dynamics: Research & Theory*. Evanston: Row, Peterson & Co.
- Carver, F. & Sergiovanni, T. (1969). *Organizations And Human Behavior*. New York: McGraw Hill Book Co.
- Chamberlin, W. (1993). "*Gender Role Conflict as a Predictor of Problem Solving, Leadership Style, Authoritarian Attributes and Cockpit Management Attitudes*". Columbia University Teachers College. DAI-B 55/01, p206.
- Che Noh, M. (1995). "*Hubungan Di Antara Gaya Kepimpinan Pengetua dengan Tahap Motivasi Guru-Guru Sekofah Berasrama Penuh di Wilayah Persekutuan*". Unpublished **Masteral** Thesis, Universiti Utara Malaysia.
- Cherrington, D. (1989). *Organizational Behavior*. Massachusetts: Allyn & Bacon.
- Chung, K. (1981). *Organizational Behavior: Developing Managerial Skills*. New York: Harper & Row Publishers.

- Corbett, L. (1993). "*Family Birth Order And Leadership Behavior Of Public School Principals In Michigan*". Doctoral Dissertation, Western Michigan University. DAI-A 54/04, p 1162.
- Cramer, D. (1994). *Introducing Statistics for Social Research: Step-By-Step Calculations and Computer Techniques using SPSS*. London: Routledge.
- Criss, M. (1987). "*Elementary School Principal Competency Acquisition In Florida*". Doctoral Dissertation, University Of Florida. DAI-A 48/08, p 1940.
- Crowe, W. (1990). "*Motivation Factors Influencing Community College Leaders: A Study of Selected Chief Executive Officers*". Doctoral Dissertation, University of Texas. DAI-A 5 1/06, p1844.
- Cruz, T. (1994). "*Shared Decision-Making In Secondary Schools*". Doctoral Dissertation, University Of Northern Arizona. DAI-A 55/12, p3694.
- Davis, E. (1992). "*The Leadership Behaviors Of Principals And Their Effect On School Improvement In Effective Urban High Schools*". Doctoral Dissertation, The University Of Connecticut. DAI-A 53/12, p 4144.
- Davis, K. & Newstrom, J. (1985). *Organizational Behavior : Readings And Exercises*. New York: McGraw Hill Book Co.
- Davis, K. (1987). *Human Relations At Work*. New York: McGraw Hill Bk. Co.
- De Pree, M. (1989). *Leadership is an Art*. New York: Doubleday.
- De Roche, E. (1985). *How School Administrators Solve Problems*. New Jersey: Prentice Hall Inc.
- Dheerakul, V. (1982). "*Leadership Behavior of the Secondary Schools in Bangkok, Thailand as Related to Sex, Age, Experience and Qualifications*". Brigham Young University.
- Drucker, P. (1990). *The Practice of Management*. New York: Harper & Brothers.
- Doll, R. (1972). *Leadership to Improve Schools*. Worthington: Clarks A. Jones Publishing Co.
- Eagly, A.; Karau, S. & Johnson, B. (1992). "Gender and Leadership Style Among School Principals: A Meta-Analysis". *Educational Administration Quarterly*, 28 (1), 76-102.
- Eye, G. (1976). "Principal's Principles". *The Journal of Educational Research*, 69 (1), 189-192.

- Fiedler, F. (1967). *A Theory of Leadership Effectiveness*. New York: McGraw Hill Book Co.
- Forney, J. (1993). "An Investigation Into the Relationship Between Sex Role Identity and Predictive Elements of Leadership Style". Nova University. DAI-A 53/10, p3591.
- Gage, B. (1994). "An Analysis Of The Leadership Behaviors Of Administrators Relative To Academic Achievement In Selected Schools". Doctoral Dissertation, Southern Texas University. DAI-A 56/01, p43.
- Gardner, J. (1990). *On Leadership*. New York: The Free Press.
- Glatter, R. & Preedy, M. (1989). *Understanding School Management*. Philadelphia: Open University Press.
- Getzels, J. "Administration as a Social Process" in Halpin, A. ed. *Administrative Theory in Education*. Chicago: Midwest Administration Center.
- Goktepe, J. & Schneier, C. (1989). "The Role of Sex, Gender Roles, And Attraction in Predicting emergent Leaders". *Journal of Applied Psychology*, 74 (1), 165-167.
- Gordon, J. (1991). *A Diagnostic Approach to Organizational Behavior*. Boston: Allyn & Bacon.
- Gould, R. (1964). *School Administration*. Liverpool: Charles Birchall & Sons Ltd.
- Green, C. (1975). "The Reciprocal Nature of Influence Between Leader and Subordinate". *Journal of Applied Psychology*, 60 (7), 187- 193.
- Guthrie, W. & Reed, J. (1991). *Education Administration and Policy, Effective Leadership for American Education*. Massachusetts: Allyn & Bacon.
- Halpin, A. (1956) *The Leader Behavior of School Superintendents*. Columbus: Ohio State University.
- _____ (1966). *Theory and Research in Administration*. New York: McMillan.
- Hamdan, M. (1981). "The In-Service Needs of Secondary School Principals as Perceived by the Principals in Sabah". Doctoral Dissertation, Southern Illinois University. Arm Arbor.

- Hemphill, J. (1955). "The Leadership Behavior Associated with the Administrative Reputations of College Departments". *Journal of Educational Psychology*, 321-339.
- Hersey, P. & Blanchard, K. (1977). *Management of Organizational Behavior: Utilizing Human Resources*, New Jersey: Englewood Cliffs. Prentice Hall.
- Hollander, E. (1978). *Leadership Dynamics*. New York: The Free Press.
- Hoy, W. & Miskel, C. (1996). *Educational Administration: Theory, Research & Practice*. New York: McGraw Hill Book Co.
- Hughes, L. & Ubben, G. (1989). *The Elementary Principal's Handbook: A Guide to Effective Action*. Boston: Allyn & Bacon.
- Hurlock, E. (1974). *Personality Development*. New York: McGraw Hill Book Co.
- Hunt, O. & Pierce, P. (1958). *The Practice of School Administration*. Boston: Riverside Press.
- Ivancevich, J. & Matteson, M. (1994). *Organizational Behavior And Management*. Boston: Irwin Co.
- Izraeli, D. & Izraeli, D. "Sex Effects in Evaluating Leaders: A Replication Study". *Journal of Applied Psychology*, 70 (3), 540-546.
- Kamarrudin Hj. K. (1989). *Roles In The Administration Of Schools In Malaysia*. Kuala Lumpur: Teks Publishing Sdn. Bhd.
- Katz, D. & Kahn, R. (1978). *The Social Psychology of Organization*. New York: John Wiley & Sons.
- Keith, S. & Girling, R. (1991). *Education, Management and Participation*. Boston: Allyn & Bacon.
- Kenny, D. (1991). "Self-Monitoring and Trait-Based Variance in Leadership: An Investigation of Leader Flexibility Across Multiple Group Situations". *Journal of Applied Psychology*, 76 (2), 308-315.
- Kerley, J. (1994). "*Leadership Behaviors Of Elementary School Principals As Viewed By Those Principals And Their Teachers*". Doctoral Dissertation, East Texas State University. DAI-A 55/07, p171.
- Kerlinger, F. (1979). *Behavioral Research: A Conceptual Approach*. New York: Holt, Rinehart & Winston.

- Kirkpatrick, S. & Locke, E. (1994). "Leadership: Do Traits Matter?" in Ivancevich, J. & Matteson, M. (1994). *Organizational Behavior And Management*. Boston: Irwin Co.
- Landis, J. (1989). "A Comparison Of Leadership Styles Of Alabama Secondary School Principals With Leadership Styles Of Principals In The 1984 Exemplary Secondary Schools Of The United States". Doctoral Dissertation, University Of California. DAI-A 50/08, p2329.
- Latib, M. (1989). " *The Relative Importance of Personal, Relational and Perceived Target Attributes in Determining Upward Influence Strategies in Subordinate-Superior Interaction*". Doctoral Dissertation, Temple University. DAI-A 50/04, p1004.
- Lawler, E. (1973). *Motivation in Work Organization*. Monterey: Bool/Cole Publishing Co.
- Likert, R. (1967). *The Human Organization: Its Management and Value*. New York: McGraw-Hill Book Company.
- Lin, T.Y. (1993). " *Teacher Perceptions Of The Ideal And Actual Human relations Behaviors Of Elementary School Principals In The Western New York Area*". Doctoral Dissertation, State University Of New York. DAI-A 54/09, p 263.
- Lin, W. L. (1990). " *Achievement, Power, And Affiliation: Motivational Profiles Of High School Principals*". Doctoral Dissertation, The Pennsylvania State University. DAI-A 5 1/07, p22 19.
- Lipham, J. (1974). *The Principalship: Foundations and Functions*. New York: Harper & Row Publishers.
- Lloyd, B. (1994) "Leadership and Learning". *Leadership & Organization Development Journal*, 15 (4), 19-26.
- Lord, R., Vader, C. & Alliger, G. (1986). "A Meta-Analysis of the Relation Between Personality Traits and Leadership Peceptions: An Application of Validity Generalization Procedures". *Journal of Applied Psychology*, 71 (3) 402-410.
- Lunenburg, F. (1995). *The Principalship: Concepts and Application*. New Jersey: Englewood Cliff. Prentice Hall.
- Lunenburg, F. & Ornstein, A. (199 1). *Educational Administration: Concepts And Practices*. California: Wadsworth Publishing Co.

- Lussier, R. (1990). *Human Relations in Organizations: A Skill Building Approach*. Homewood, 11: Richard D. Irwin.
- McClelland, D. (1961). *The Achieving Society*. New York: The Free Press.
- McLean, J. & Weitzel, W. (1995). *Leadership: Magic, Myth, or Method*. Kuala Lumpur: S. Abdul Majeed & Co.
- Miner, J. (1988). *Organizational Behavior*. New York: Random House Inc.
- Ministry of Education, Malaysia. (1982). *Laporan Jawatankuasa Mengkaji Taraf Pelajaran*. Kuala Lumpur: Ministry of Education.
- Mingguan Malaysia, (1995). "Ujian Khas Bakal Pengetua". 30 July, p2-3.
- Mok, K.F. (1995). "Intention to Retire Among Secondary School Teachers". Unpublished Master's Thesis, Universiti Utara Malaysia.
- Murgatroyd, S. & Morgan, C. (1992). *Total Quality Management and the School*. UK: Open University Press.
- Nichols, A. (1994). "Elementary School Principals' Perspectives Of Sharing Leadership And Decision-Making With Teachers". Doctoral Dissertation, University Of Georgia. DAI-A 56/02, p422.
- Nik Kamariah, N. (1995). "Determinants of Sales Performance in Insurance Industry: A Cross-Cultural Comparison Between the UK and Malaysia". Doctoral Dissertation, University of Aston, Birmingham.
- Nomishan, D. (1990). "A Study Of The Leadership Behavior Of Selected Elementary And Secondary School Principals In Nigeria". Doctoral Dissertation, University Of Indiana. DAI-A 50-07, p 1938.
- Nwagwu, N. (1978). *Primary School Administration*. Lagos: McMillan Nigeria Publisher Ltd.
- Nystrom, P. (1978). "Managers and the Hi-Hi Leader Myth". *Academy of Management Journal*, 21 325-331.
- Okolo, A. (1988). "An Analysis Of The Relationship Between Subordinate Loyalty, Job Satisfaction And Managerial Styles Of Secondary School Principals In Anambra State, Nigeria". Doctoral Dissertation, University Of Southern Texas. DAI-A 49/12, p 3577.
- Onyeri, I. (1988). "An Analytical Study Of The Relationship Between Leadership Styles Of Principals And Organizational Climate within Selected

Elementary Schools". Doctoral Dissertation, University Of South Texas. DAI-A 49112, p 3578.

Ostroff M. (1993). "*Birth Order Effects On Leadership Style In School Administrators: The Relationship Between Two-Dimensional Educational Leadership Theory And Alderian Theory*". Doctoral Dissertation, University Of Arizona. DAI-A 55/03, p 435.

Othman Osman, M. (1986). *The Role of the Secondary School Principal as Perceived by Secondary School Principals in Sabah, Malaysia.*, University of Southern Illinois. Michigan: Ann Arbor.

Owens, R. & Steinhoff, C. (1976). *Administering Change in Schools.* New Jersey: Prentice-Hall Inc.

Pfeffer, J. (1977). "The Ambiguity of Leadership". *Academy of Management Review*, 2, 104-112.

Powell, A.; Farrar, E. & Cohen, D. (1985). *The Shopping Mall High School.* Boston: Houghton, Mifflin Co.

Rahimah, A. (1981). "*The Relationship Between and Among Leadership Style, School Climate and Student Achievement in the Elementary School Principal in the Federal Territory of K.L.*". Unpublished Doctoral Dissertation, University of Southern California.

Robbins, S. (1993). *Organizational Behavior.* New Jersey: Prentice Hall International Inc.

Robiah, S. (1994). *Pendidikan di Malaysia: Cabaran Untuk Masa Depan.* Kuala Lumpur: Fajar Bakti Sdn. Bhd.

Salam Salaman, S. (1986). "*Tingkah Laku Kepimpinan Guru Besar Sekolah Menengah Di Daerah Pontian Dan Batu Pahat, Johor*". Universiti Malaya.

Schriesheim, C. & Neider, L.(1989). "Leadership Theory and Development: The Coming 'New Phase'. *Leadership & Organization Development Journal*, 10 (6), 17-24.

Schwede, N. (1994). "*The Relationship Between The Perception Of Leadership Behavior And Organizational Climate In A Statewide Community College System*". Doctoral Dissertation, University Of South Dakota. DAI-A 55/10 p 3058.

Snyder, K. (1983). "Instructional Leadership for Productive Schools". *Educational Leadership*, p.32-37.

- Sergiovanni, T. (1984). "Leadership and Excellence in Schooling". *Education Leadership*, 39 (5), 346-352.
- Stavrakos-Theodorou, C. (1993). "*The Impact Of Career Planning, Leadership Orientation And Mentoring Experiences Of Secondary School Principals*". Doctoral Dissertation, University Of Illinois. DAI-A 54/05, p 1627.
- Steers, R. & Porter, L. (1991). *Motivation and Work Behavior*. New York: McGraw-Hill Inc.
- Stoner, J. & Winkel, C. (1985). *Management*. Boston: Prentice-Hall Inc.
- Sunday Star, (1995). "*4400 senior teachers vying for 200 posts*". 6 August, 1995, p4:1.
- Suwal, R. (1992). "*Attributes and Skills of Chief Executive Officers That are Associated With Effective Performance*". Doctoral Dissertation. Cranfield Institute of Technology. DAI-A 52/07, p322.
- Swender, L. (1988). "*Leadership Styles Of Secondary School Principals Of Southeast Kansas*". Doctoral Dissertation, University Of Oklahoma.
- Swierczek, F. (1991). "Leadership and Culture: Comparing Asian Managers". *Leadership & Organization Development Journal*, 12 (7), 3- 10.
- Swinney, J. (1992). "*Leadership Style Orientation And Intent To Leave A Retail Organization*". Doctoral Dissertation, Iowa State University.
- Tan, L.H. (1995). "*Principals' Leadership Styles*". Unpublished Master's Thesis, Universiti Utara Malaysia.
- Timpe, A. (1986). *Motivation of Personnel*. London: Gower Publishing Co. Ltd.
- Vroom, V. & Yetton, P. (1975). *Leadership and Decision-Making*. University of Pittsburg Press.
- Warner, J. (1987). "*Factors Influencing The Decision To Pursue An Administrative Career In Public Secondary Education: A Profile Of The Potential Senior High School Principal*". Doctoral Dissertation, University Of Texas A & M. DAI-A1 49/04, p 694.
- Warner, D. (1993). "*Educational Leadership Styles Of Elementary School Principals And The Effect On School Climate And Pupil Achievement*". Doctoral Dissertation, University Of Houston. DAI-A 54/1 1, p3959.

- Wisessang, R. (1989). "*Leadership Styles, Style Flexibility, And Style Effectiveness of Public Secondary School Principals in Thailand*". Doctoral Dissertation, University of Alabama. DAI-A 49/08, p 2068.
- Wright, B. (1994). "*Public School Teachers' Perception Of Important Leadership Characteristics Associated With Principal Effectiveness*". Doctoral Dissertation, University Of Arkansas. DAI-A 55/08, p 2246.
- Yin, C. C. (1991). "Leadership Style of Principals and Organizational process in Secondary Schools". *Journal of Educational Administration*, 29 (2), 25-37.
- Yukl, G. (1989). *Leadership in Organizations*. New Jersey: Englewood Cliffs. Prentice-Hall.