

## Abstract

The prevalent leadership style of the presidents of Hebron University and Palestine Polytechnic as perceived by staff members and its relationship to their job satisfaction .

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The purpose of this study was to explore the prevalent leadership styles of the presidents of Hebron University and Palestine Polytechnic, as perceived by staff members , and its relationship to their job satisfaction .Thus , the study was designed to address the following questions :

- What is the prevalent leadership style of the presidents of Hebron University and Palestine Polytechnic as perceived by staff members ?
- Does the prevalent leadership style of the Hebron University president as perceived by staff members differ due to the following variables : qualification , years of experience , and salary ?
- Does the prevalent leadership style of the Palestine Polytechnic president differ as perceived by staff members due to the following variables : qualification , years of experience , and salary ?
- What is the degree of the general job satisfaction at Hebron University and Palestine Polytechnic ?
- Does the degree of job satisfaction at Hebron University differ as perceived by staff members due to the following variables : qualification , years of experience , and salary ?
- Does the degree of job satisfaction at the Palestine Polytechnic differ as perceived by staff members due to the following variables : qualification , years of experience , and salary ?
- Is there any relationship between the prevalent leadership style at each educational institutions and general job satisfaction ?

The population and the sample of the study consisted of all staff members at Hebron University and Palestine Polytechnic , in Hebron / Palestine , in the academic year (1998 /1999 ) , holding (Masters & Ph.D. ) degrees . It consisted of (118 ) members : (61) members from Hebron University and (58 ) from the Palestine Polytechnic .

To carry out the study , the researcher developed a two-part questionnaire depending on the available literature.

- The Leadership Behavior Description Questionnaire , which included (39) items , covering three leadership styles : autocratic ,democratic , and laissez-fair .
- The General Job Satisfaction Questionnaire , which included (27 ) items .

The validity of the two questionnaires was determined through experts and specialists in educational administration .

Their reliability was computed using split – half and Cronbach Alpha correlation coefficients which were (0.87) and (0.89) for the split –half and (0.94) and (0.90) for Cronbach Alpha respectively .

The means and standard deviations were used to answer the first six questions , and correlation coefficient was used for the seventh question .

The results of the study revealed the following :

- The autocratic leadership style prevailed at Hebron University , and the democratic leadership style prevailed at Palestine Polytechnic .
- The prevalent leadership style of the Hebron University president did not differ from the point of view of the staff members due to qualification and years of experience , but differed due to salary .
- The prevalent leadership style of the Palestine Polytechnic president did not differ from the point of view of the staff members due to qualification , but differed due to years of experience and salary .
- The staff members had a medium degree of general job satisfaction , whilst the staff members of the Palestine Polytechnic had a higher degree of general job satisfaction .



- The degree of job satisfaction at Hebron University differed from the point of view of the staff members due to qualification , years of experience , and salary .
- The degree of job satisfaction in Palestine Polytechnic did not differ from the point of view of the staff members due to qualification , but differed due to years of experience and salary .
- A positive relationship existed between democratic style and job satisfaction at both Hebron University and Palestine Polytechnic .
- A negative relationship existed between the autocratic style and job satisfaction in Palestine Polytechnic . No significant relationship existed between autocratic style and job satisfaction in Hebron University .
- No significant correlation existed between the laissez – fair leadership style and job satisfaction .

Several implications and recommendations were drawn from the study.