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-faire leadership style and job satisfaction.

Several implications and recommendations were drawn from the study.