

## THE EFFECT OF RECTOR'S CHARISMATIC LEADERSHIP ON THE TEACHERS' JOB SATISFACTION: A CASE STUDY IN THAI NGUYEN UNIVERSITY

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**Abstract:** The main purpose of this research was to find out the dominant leadership style of the principal which influences the level of job satisfaction of the respondents at Thai Nguyen University. Specifically, it was conducted to determine the dominant leadership style of principals as perceived by the respondents as well as out the level of job satisfaction of the respondents. This study used the descriptive correlation design in analyzing the investigated variables. Eighty three percent (83%) or 255 out of the 309 lecturers were requested to answer the questionnaire. The study would provide leaders with a clear idea on how effective and successful the principals are in the work as university administrators.

**Keywords:** Leadership style, satisfaction, charismatic leadership, ethical leadership, transformational leadership.

### 1. INTRODUCTION

In recent years, the leaders in Thai Nguyen University have paid considerable attention to education and university performance as key to sustainable development and stability. Such recognition makes education an indispensable means for effective participation not only in the socio-economic development of the country but also in the on-going rapid globalization. Throughout the years, it has been the goal of the educational system in Thai Nguyen to regard education as instrument for excellence for national development. It follows therefore that the realization of the country's educational policies and the performance of the administrators, lecturers and students at all levels of the system are intertwined.

The kind of education can be reflected on the leadership style of managers. In any organization the leader behavior is partly reflected on how their constituents perform. Their roles and expectations can induce change in the behavior of the members. Their commitment to do their job can also be ascertained on how they accomplished their duties. More so, their job satisfaction can also be observed.

As such the success of any work group or organization depends on leadership. A major factor in an effective university is a strong leader who steers the organization toward the achievement of the mission.

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influence the level of job satisfaction of the respondents at Thai Nguyen University. Specifically, it was conducted to determine the dominant leadership style of principals as perceived by the respondents. The study would provide leaders with a clear idea on how effective and successful the principals are in the work as university administrators.

### 2. LITERATURE REVIEW

Thai Nguyen University not only contributes positively to the training of highly qualified human resources for the country, but also has an important role in scientific research, technology transferring for training and socio-economic development of the country. At Thai Nguyen University, teaching staff is common to share, teach at the university and teaching units according to the needs of each unit.

Despite this truth, records have shown that students' performance in Thai Nguyen among other students in other regions, for example, Ha Noi, Ho Chi Minh City is quite below average. Hence, principals and teachers of the university as a whole are held accountable for such malady. Additionally, principals' leadership style might tremendously influence how scholastic performance progresses. Manner and approach of providing job satisfaction, commitment and behavioral outcomes define what ethical leadership is. With varying extent from authoritarian, participative to delegative, one is not said to be effective over the others. Nevertheless, it depends upon what is more acceptable and workable in the university system.

Leadership style has been studied by the authors: Leadership has deep roots in virtue, and leaders are key organizational members who have extensive influence and power (Barling et al., 2010); Leaders have the “potential...to exert moral authority that contributes...to the flourishing of organizational members,” and they “can be purveyors of virtue or vice” (Neubert et al., 2009, pp. 157); Charismatic Leadership is a leadership style that is recognizable but may be perceived with less tangibility than other leadership styles. This reality is likely due to the difficulty associated with directly defining charisma in an individual when only examining the individual. Charisma is often a trait that one perceives in another, but is difficult in describing that perception without directly referring to particular behaviors, traits, or individual characteristics. Yukl (2010) notes, “Follower attribution of charismatic qualities to a leader is jointly determined by the leader’s behavior, expertise, and aspects of the situation”; Exceptional behaviors and expertise aside, contextual factors such as a crisis play a significant role in the attribution of charisma (Conger & Menon, 2000). Therefore, the basic premise of this study is that followers will attribute charisma to a leader when that leader possesses exceptional behavior and expertise and when the situational context is conducive.

The outcome of the study is of great help to teachers because they will be made aware of the different leadership styles that would affect changes and improvements of the university. The researcher may contribute to a new avenue in her search for better ways to improve oneself and her work environment. In this way, it would ultimately lead to a better quality performance in the teaching force.

It is hoped that the study may contribute in giving a new dimension in the administration and supervision of Thai Nguyen University. The study would provide leaders with a clear idea on how effective and successful the principals are in the work as university administrators. In the same manner, their ethical leadership could give a fresh perspective in terms of its influence to the overall university standing in the academic aspect.

### 3. METHODS AND RESULTS

#### 3.1. Methods

- *Scope and Limitation of the Study:* This study was concerned on the dominant leadership traits of university managers towards job satisfaction of the respondents at Thai Nguyen province. There were 300 teachers as respondents with questionnaire and interview as the main instruments in gathering the data during the period from 08/2017-08/2018.

- *Population and Sampling:* The sample consisted of teachers (lecturers) from ten (10) colleges at Thai Nguyen province. The sample size was 30 - 40 teachers (lecturers) per colleges for a total of 300 - 400 teachers (lecturers) to be surveyed. Random sampling approach was used to identify the respondents of the study. Eighty three percent (83%) or 255 out of the 309 lecturers were requested to answer the questionnaire (*Table 1*).

- *Instruments:* In order to obtain relevant information needed in the study, a researcher-made questionnaire was formulated. It is composed of four (4) parts. Questionnaire A deals with charismatic style, B is on ethical leadership style while C and D refer to transformational and transactional styles consecutively. Each has six (6) statements. The final draft resulted out

**Table 1.** Frequency, Percentage and Distribution of the Respondents

Schools	Teachers		
	Total	Respondents	%
Thai Nguyen University of Medicine and Pharmacy	30	20	7.8
Thai Nguyen University of Agriculture and Forestry	25	20	7.8
Thai Nguyen University of Education	27	25	9.8
Thai Nguyen University of Technology	32	30	11.7
Thai Nguyen University of Economics and Business Administration	24	20	7.8
Thai Nguyen University of Sciences	45	40	15.7
Thai Nguyen University of Information and Communication Technology	24	20	7.8
Thai Nguyen College of Economics and Finance	30	20	7.8
Industrial Economic - Technology College	35	30	11.7
College of Economics and Technology	37	30	11.7
Total	309	255	100

of ten (10) statements after validation of the instrument by seven (7) faculty who were not part of the respondents. It uses a four-point Likert scale which are the following: Strongly Agree (SA); Agree (A); Disagree (D) and Strongly Disagree (SD).

- *Data Gathering Procedure:* The researcher asked permission from different heads of Thai Nguyen province to conduct his study. Upon approval, he administered the questionnaire to his respondents. He explained clearly the purpose of the study and after answering the instrument, he retrieved them on the same day. The data were tallied, tabulated and analyzed afterwards.

- *Statistical Treatment:* The data were analyzed statistically using SPSS.

### 3.2. Results

This research presents the data on tables with their corresponding analysis and interpretation. The presentation followed the sequence of the specific problem.

- *Frequency and Mean Distribution on Charismatic Leadership (Table 2):*

Charismatic leadership refers to the exceptional sanctity, heroism or exemplary character of an individual person (Conger, J. A, 1999).

**Table 2.** Frequency and Mean Distribution on Charismatic Leadership (table 2)

Statements	WM	DA
1. Charismatic leadership possesses communication skills where his ideas, thoughts, and concepts are articulate in a motivating manner.	3.31	SA
2. Charismatic leadership is endowed with supernatural, superhuman or at least exceptional powers or qualities.	3.33	SA
3. This leadership style is rare and extraordinary.	3.37	SA
4. This can be used for either good or bad ends.	3.33	SA
5. Ordinary people can possess this type of leadership.	3.38	SA
6. This leadership style can be perceived with less tangibility compared with the other leadership style.	3.32	SA
Average Weighted Mean	<b>3.34</b>	SA

Table 2 reveals that all the statements are strongly agreed by the respondents. It obtained a WM of 3.31; 3.33; 3.37; 3.33; 3.38 and 3.32 respectively. They perceived their leaders with an articulated communication skills; that they possess extraordinary qualities that this leadership is not for everybody; that any leader with this charismatic leadership can be used for better or for worse; that anybody can have this leadership and this type of leadership is not observed easily.

Having an AWM of 3.34 under the strongly agree analysis, it can be inferred that the respondents observe this type of leadership among their leaders.

- *Frequency and Weighted Mean Distribution on Ethical Leadership (Table 3):*

**Table 3.** Frequency and Weighted Mean Distribution on Ethical Leadership

Statements	WM	DA
1. Possesses integrity, honesty and trustworthiness	3.25	SA
2. Is fair and a principled-decision maker	3.27	SA
3. Cares about people and the broader society in general	3.31	SA
4. Is a role model using ethical conduct through rewards and discipline	3.29	SA
5. Is positively related to affective trust and negatively related to abusive supervision	3.29	SA
6. His subordinates are willing to report problems to management with this type of leadership	3.22	SA
Average Weighted Mean	<b>3.27</b>	SA

Table 3 shows that their leaders' possess integrity and honesty as revealed in item 1 with a WM of 3.25. The same with items 2, 3, 4, 5 and 6 with a WM of 3.27; 3.31; 3.29 and 3.22 consecutively. All these statements have an analysis of strongly agree. The respondents describe their leaders as fair in giving their decisions; that they care about people as a whole; that they always give trust and are willing to give their subordinates the right to report any problems that occur in management.

This ethical leadership can be seen in their managers as shown in the AWM of 3.27 with a descriptive analysis of strongly agree which can be given utmost importance. (Bass, B. M., Avolio, B. J., Jung, D.I., & Berson, Y., 2003; Butler Jr, J. K., Cantrell, R. S., & Flick, R. J., 1999).

- Frequency and Weighted Mean Distribution on Transformational Leadership (Table 4):

**Table 4.** Frequency and Weighted Mean Distribution on Transformational Leadership

Statements	WM	DA
1. Motivates his followers from a lower level to a higher level of needs	3.33	SA
2. Inspires and fosters commitment to a shared purpose of the organization	3.37	SA
3. Generates or reinforces the established sets of beliefs, shared values, norms and practices of the organization	3.38	SA
4. Stimulates followers to perform beyond the level of expectations	3.39	SA
5. Helps subordinates discover of who they are and what part they play in helping the organization achieve its mission	3.35	SA
6. Promotes a compelling vision of the future that can change and raise the organization to new and exciting possibilities	3.36	SA
Average Weighted Mean	<b>3.36</b>	SA

Table 4 describes the six statements as strongly agree where the items got a WM of 3.33; 3.37; 3.38; 3.39; 3.35 and 3.36 consecutively. The respondents believed that their managers have motivated them from the lower to the higher level needs; they are given inspiration to make them committed and dedicated to their works; they are being reinforced to the established set of norms and practiced of the organization. They are motivated to perform to the highest expectation; they are assisted to do their jobs well in order to achieve their vision to develop their organization.

An AWM of 3.36 was obtained which has a descriptive analysis of strongly agree. These findings can be concluded that the managers are practicing transformational leadership to the highest level (Phi Dinh Khuong, 2014).

- Frequency and Weighted Mean Distribution on Transactional Leadership:

**Table 5.** Frequency and Weighted Mean Distribution on Transactional Leadership

Statements	WM	DA
1. Is based on a system of rewards and penalties.	3.26	SA
2. Promotes compliance of his followers through both rewards and punishment	3.29	SA

3. Is effective in crisis and emergency situation as well as when projects need to be carried out in a specific manner	3.32	SA
4. Is concerned with processes rather than forward- thinking ideas	3.22	SA
5. Is based on bargaining exchange system in which the leader and subordinates agree together to accomplish the organizational goals	3.32	SA
6. It closely monitors mistakes and errors and takes corrective action as quickly as needed	3.35	SA
Average Weighted Mean	<b>3.29</b>	SA

Table 5 reveals that the managers always based performance on rewards and penalties as stated in item 1 with WM 3.26, analyzed as strongly agree. The same analyses are obtained by items 2 with WM of 3.29; item 3 with WM of 3.32; item 4 with WM of 3.22 and statements 5 and 6 garnered a WM of 3.32 and 3.35 respectively. This only proves that strict compliance through rewards and punishment observed; that when an emergency occurs this kind of leadership is evident in carrying out the problem; that their leaders give more importance on action rather than factual ideas; that there is strict observance on bargaining system when they have to agree on something and there is a chose monitoring of any error in which correction is given immediately.

With an AWM of 3.29 falling under strongly agree, it can be surmised that the managers are practicing also transactional leadership. This only proves that there is no definite leadership style being used by a leader. (Bass, B. M., & Steidlmeier, P., 1999; Phi Dinh Khuong, 2014).

- Mean and Rank Distribution on the Different Leadership Styles:

**Table 6.** Mean and Rank Distribution on the Different Leadership Styles

Leadership Styles	AWM	Rank
Charismatic Leadership	3.34	2
Ethical Leadership	3.27	4
Transformational Leadership	3.36	1
Transactional Leadership	3.29	3

From Table 6, it shows that transformational leadership style ranks first with an AWM of 3.36 followed by charismatic with an AWM of 3.34. The third in the rank is transactional which obtained and AWM of 3.29 and last in the rank is ethical leadership with an AWM of 3.29.

As revealed in the table, the AWM is very close to each other which can be concluded that their managers are observing all these leadership styles when the situation calls for it. (Buenssedá, Z. M., 2002). This conforms with Fiedler theory of leadership which he calls contingency theory (Bass, B. M., 1998; Brown, M. E., Treviño, L. K., & Harrison, D. A., 2005). He emphasizes that no one style of leadership is completely effective for all situations.

- *Mean Distribution of the Responses as to Level of Job Satisfaction:*

**Table 7.** Mean Distribution of the Responses as to Level of Job Satisfaction

Job Satisfaction	Weighted Mean	Descriptive Rating
1. Feels pleasurable in his job	3.25	Very Satisfied
2. Has satisfaction on salary	3.27	Very Satisfied
3. Has good relationship with employers	3.31	Very Satisfied
4. Is appreciated on good work	3.29	Very Satisfied
5. Receives awards when work is well done	3.29	Very Satisfied
6. Feels secured with the job	3.22	Satisfied
7. Has a good working condition	3.27	Very Satisfied
8. Considers what is asked for	3.24	Satisfied
9. Is satisfied what is asked for	3.28	Very Satisfied
10. Receives pay on time	3.31	Very Satisfied
Average Weighted Mean	<b>3.27</b>	Very Satisfied

On the level of job satisfaction, it reveals that the respondents are very satisfied as shown in almost all items except in items 6 and 9 where it got WM of 3.22 and 3.24 respectively. This explains the fact that they are satisfied in being secured in their job and gives due consideration on what is being asked from them. Items 1, 2, 3, 4, 5, 7, 9 and 10 got a WM of 3.25; 3.27; 3.31; 3.29; 3.27; 3.28 and 3.31 consecutively (Table 6). The respondents find pleasure in doing his job that the salary received is commensurate to the work performed. They

have good relationship with their employers; they received awards for outstanding performance; that there is security in their job; the workplace is convenient; that what is asked from them is satisfactorily done and they receive their salary on time. (Butler Jr, J. K., Cantrell, R. S., & Flick, R. J., 1999).

With an AWM of 3.27 described as very satisfied, these findings can be inferred that the whole force of the institution has a high level of satisfaction in their work (Phi Dinh Khuong, 2014).

- *Correlation of the Transformational Leadership Style on the Variables:*

**Table 8.** Correlation of the Transformational Leadership Style on the Variables

Variables	WM	Chi-Square	Level of Significance	Descriptive Analysis
1. Job Satisfaction	3.27	3.65	.01	Significant

Table 8 reveals that transformational leadership which is exercised by the managers as the most dominant style is correlated to job satisfaction where the obtained chi-square of 3,65 is higher than the critical value at .01 level of significance. This simply explains the higher the performance of transformational leadership style, the higher the respondents show satisfaction (Butler Jr, J. K., Cantrell, R. S., & Flick, R. J., 1999; Phi Dinh Khuong, 2014).

#### 4. DISCUSSION AND CONCLUSION

After interpreting the data, the following findings were drawn: The most dominant leadership style is transformational with an AWM of 3.36 (strongly agree); The level of job satisfaction of the respondents got an AWM of 3.37 (very satisfied); There is a significant relationship between transformational leadership style and the three variables which obtained a chi-square of 3.65 consecutively at .01 level of significance. Since the obtained chi-square value is higher than the critical value, the null hypothesis is rejected. The most dominant leadership style is Transformational leadership. The respondents are highly satisfied on the level of job satisfaction. The correlation between transformational leadership style, the higher is the job satisfaction of the respondents.

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