

The influence of transformational management strategies of school principals on the job satisfaction levels of educators

Peter Tsvara (Solusi University),

Francis, M. Manzira (University of Venda),

Johan, J. Booyse (UNISA).

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INTRODUCTION

- **A major challenge facing SA is to improve the efficiency of the education system in the face of limited human resources.**
- **Lack of quality educational provision in many developing countries has been attributed to the poor standard of those entering teaching, high educator turnover and quality of educator work life.**
- **Most schools have experienced a high rate of educator turnover which has led to greater school instability, disruption of curricular cohesiveness and a continual need to hire experienced and inexperienced educators who may be typically less effective as replacements for educators who leave.**

BACKGROUND TO THE STUDY

Interest in this research originated in the researchers'

- **Wide-ranging work as a classroom educator.**

This led to an extensive study of available literature on the topic of job satisfaction in the workplace.

The researcher noticed various manifestations of low educator job satisfaction, for example:

- **Unwillingness to participate in school activities.**
- **Late coming to work.**
- **Uncreative and unexciting teaching methods.**
- **Excessive support of labour union activities.**

RESEARCH PROBLEM

What is the influence of transformational management strategies of school principals on the job satisfaction levels of educators?

RESEARCH QUESTIONS

- What management strategies do principals generally utilize in their schools?
- What does the concept "job satisfaction of educators" comprise?
- What influence do transformational management strategies in general have on job satisfaction levels of educators?

AIMS AND OBJECTIVES

Aims

- To investigate the influence of transformational management strategies of school principals on the job satisfaction levels of educators.

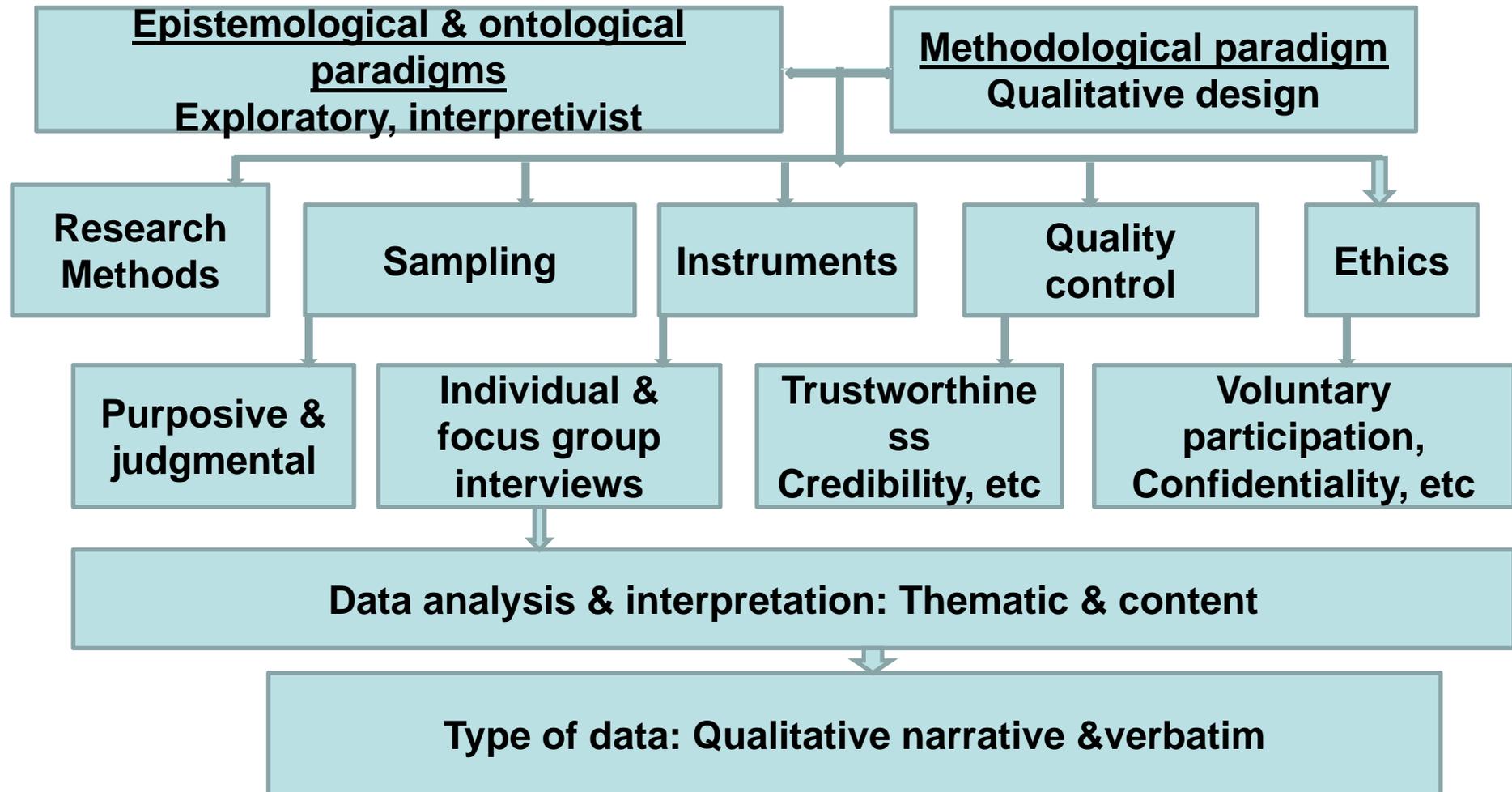
Objectives

- To obtain an overview of the transformational strategies which school principals can effectively employ in their schools.
- To identify and describe the transformational strategies that can be utilized in school management.
- To establish the influence of transformational management strategies on the job satisfaction of educators.

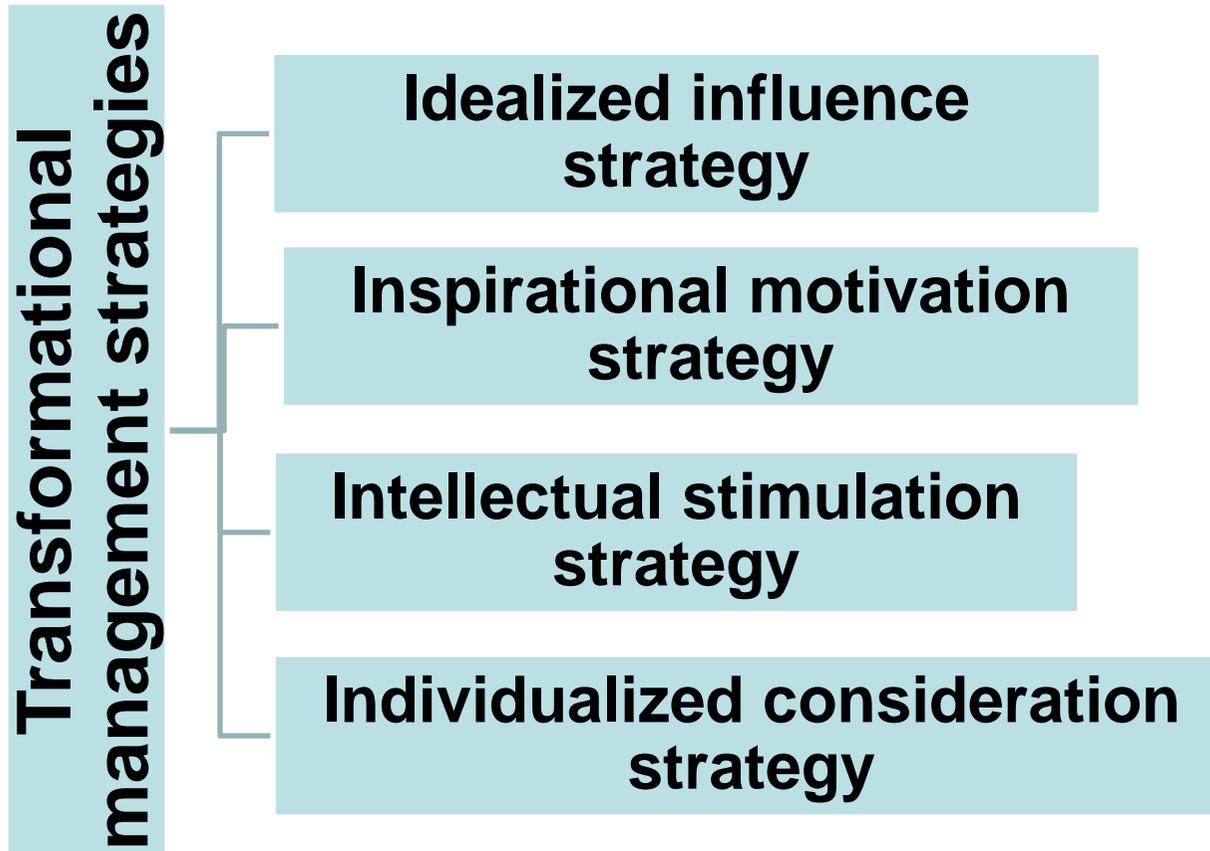
ASSUMPTIONS

- **There are certain management strategies that can be used more effectively than others to enhance educators' levels of job satisfaction in schools.**
- **There are educators who do not experience an acceptable degree of job satisfaction in the teaching profession.**
- **The job satisfaction of educators can be enhanced or sustained by school principals' management strategies.**
- **Transformational management strategies can influence positively the job satisfaction of educators.**

RESEARCH METHODOLOGY



RESULTS



DISCUSSION

- Report on the transformational management strategies that can be employed in schools to enhance job satisfaction of educators – **the main strategies are: idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.**
 - Principals management strategies covered in the literature (previous slides) – **the master key to the positive influence of educators' job satisfaction** in a given school environment of their teaching service.
 - Supported by school principals and educators – **presentation codes [P1 to P6 are the six principals that participated in the study; R1 to R6 are the educators who took part in focus group 1 interview and A1 to A6 are the educators who took part in Focus Group 2 interview].**
- a). Idealized influence strategy: **challenging educators to solve their problems with their principals' support...**

Discussion - continued

Other principals – inspire educators through verbal praises, acknowledgement of the contributions of educators, giving recognition to work well done and consulting educators on any decision to be made in the school... [R1; R2...we're happy if principals consult us and show that they trust us with the school activities and operations].

General attributes - organizes his DP & HODs so that they get to know and accept their responsibilities expected from them and then they will influence the rest of the educators under their supervision so that they can work as a team (P1)

Educators are organized into committees so as to involve every educator in the school...

Assertion: educators feel happy when principals involve them in decision making, Educators acknowledged this by saying that it helps the principals in identifying educators' strengths, skills & abilities...these help when the school is to organize staff development workshops, staff meetings and even class visits which will acquaint them with new teaching methodologies [R2; R3; R5 & A2]... 'why educators hate their principals Survey Report' (2010).

b). Inspirational motivation strategy: empowering educators and imagining a compelling vision on educators...

Discussion - continued

General attributes – educators need to be stimulated intellectually... P2 ...formulated as assessment and supervisory procedure which he felt stimulated his educators... educators are given during assessment self-evaluation for the topic he/she has taught and then brainstorm with the educator before you write the final critique...P4, P3, P5.

d). Individualized consideration strategy: supporting and developing educators in their profession of teaching at school level.... 'Solving school management problems' (The Teacher, 2012).

General attributes – the designing of work or subject allocation to educators is very important... you have to see who should teach what and at what level (grade) so that the educator can put all his/her effort, energy and ability to get results [P2]. ...consideration of individual talents, skills, strengths and interests of educators,...[P3, P5, P6].

General comments – work allocations must be done through qualification check coupled with talent, skill, strengths and interests [R6, R5, A2, A6].

CONCLUSION

- **The study analyzed the influence of transformational strategies of school principals on the job satisfaction levels of educators.**
- **On the basis of the research findings, it can be concluded that certain, if not all, transformational management strategies have a direct influence on the job satisfaction levels of educators in a school.**
- **To a large extent, the job satisfaction of educators depends on the manner in which school principals manage their schools. Thus, transformational management strategies go beyond the principals' attempts to satisfy their educators , it arouses awareness in educators, increases confidence and move them gradually from concerns of existence to concerns of achievement and growth in their work environment.**

RECOMMENDATIONS

Further research need to be conducted to establish the extent to which transformational management strategies influence job satisfaction of different personnel in different fields of employment across the globe.

THE END

THANK YOU FOR YOUR ATTENTION

CONTACT DETAILS

**Dr. P.
Tsvara**

- Solusi University. Faculty of Education
- tsvarap@solusi.ac.zw +263 77 284 8613

**Mr. F. M.
Manzira**

- University of Venda. Department of Business Information Systems
- Francis.manzira@univen.ac.za +27 74 468 0510

**Prof. JJ.
Booyse**

- University of South Africa. Department of Foundations of Education
- booyssj@unisa.ac.za +27 73 944 1728