
Study from Elementary Schools in Tirana: The Relation between Leadership Style and Teacher Work Motivation

JONIDA TIRANA

PhD Candidate

Faculty of Social Sciences

University of Tirana, Albania

Abstract:

This research paper studied the influence of transaction and transformational leadership style on teacher job motivation; the study utilized interpretative and descriptive design to analyze 200 respondents from elementary school teachers in Tirana, Albania. The paper raised two hypotheses to test the impact independent variables have on dependent variables; In order to test the hypothesis, regression analysis was employed and there was found that there is no violation. The research found that the three dimensions of leadership style had significant and positive impact on teacher satisfaction in elementary school in Tirana, Albania. This study can contribute to help school leaders to accomplish leadership activities and give space to teachers to make their own decision while they are running their teaching work so that they maintain and enhance the job satisfaction in their workplace (school).

Key words: leadership style, transformational and transactional leadership, teacher motivation, elementary schools, Albania

1. INTRODUCTION

Nowadays, literature and studies bring several definitions for leadership.

According to Fullan (2004) "*Leadership is not mobilizing others to solve the problem, because they know how to solve, but they help them cope with the problem, which is not successfully resolved*".

Burke (2008) defines leadership as vision, transformation, persuasion, intuition, and practical skills introductive reward people for doing the work and providing opportunities to learn new skills. Hoy & Miskel (2001) define leadership as the art of transformation people and organization in order to improve the organization. In this regard, it sets the task manager, explains, oversees activities teachers develop a relationship between themselves and teachers, so they motivate, inspire to promote productivity among teachers.

This study is based on what the result of transformational and transactional leadership on motivation and examines the correct leadership and methods used by schools in Tirana-Albania so that to find out which method of Leadership is favorable nowadays.

Moreover, McClelland (1985) mentions that motivation has to deal with the internal and external stimulants that determine the behavior and the priority of a person. It is the basic meaning for the cause and explanation of the behavior. The effects that provide motivation are related to the needs which have not been met yet (Covey, 2004). Motivation is the force that causes an individual to act in a certain manner or to be oriented towards it (Gibson, Ivancevich and Donnelly, 1988).

Motivated teachers are more dedicated to the teaching and school activities, as a result of this a group of authors emphasize that they work more efficiently (Osterloh, Bruno and Frost, 2001).

Many researchers discuss that the environment factors increase the employee's motivation. Different famous theories of writers and surveys are used to collect the data. Findings show that in today's joint work environment motivation has got great effect (Ramlall, Sunil, 2004).

2. LITERATURE REVIEW

Review articles about Leadership Style and Teacher/Employee Motivation that were published in different international journals are taken as reference in this paper.

In this study, it was found out the association of transformational and transactional leadership with the motivation of teachers/employees. The study uses a data consisted of the teachers of private and public schools of Tirana, Albania. These teachers have been selected by chance for ensuring the involvement of various demographic variables. The results of the study show positive and significant relationship between the independent variables transformational and transactional leadership with the dependent variable motivation.

The study examined the relationship between dimensions of transformational leadership and teacher motivation in public schools in Tirana. The dimensions provided influence, inspirational motivation, individual consideration and intellectual stimulation. A quantitative approach and a correlation research design were used in this study. Two hypotheses were proposed to test the relationship between the transformational leadership style dimensions and teacher motivation. The research instrument was a structured questionnaire. The Leadership Questionnaire (MLQ) was adapted to measure the different dimensions of transformational leadership style while motivation was measured using items drawn from pre-existing questionnaires. Five public schools in Tirana were selected for the study. A total of 200 teachers constituted the sample. Multiple regression analysis was used to determine the relationship between transformational Leadership dimensions and teacher motivation. Intellectual stimulation, inspirational motivation and Individualized consideration was found to be significantly related to motivation. The relationship between idealized

influence of headmaster and teachers motivation was found to be not significant. This research determined the impact of the headmasters' leadership styles on the teachers' job motivation. Data of the study were collected through two questionnaires and the statistical analyses were performed using the SPSS statistical software.

The results showed a significant relationship between the teachers' motivational needs, the type of service and age as well. A significant relationship was also found between the teachers' provocative motivational needs and the type of service; however, no significant relationship was observed between the teachers' motivational needs and the demographic variables. No significant relationship was found between the headmasters' leadership style and demographic variables, either.

Moreover, this study investigated the relationship between different leadership styles and teacher motivation and commitment. In addition, based on most of the studies examined, the effects of leadership styles on teachers' job motivation in High Schools in various places in the world explored that leadership styles had positive influence on teachers' job motivation thus the following hypothesis were generated:

H1: there is significance relationship between transformational leadership and teacher job motivation at elementary schools in Tirana.

H2: there is significance relationship between transactional leadership and teacher job motivation at elementary schools in Tirana.

3. METHODOLOGY

This paper was conducted through survey method to study the relationship between leadership style and teacher motivation;

the study utilized regression, correlation analysis to answer the research objectives and to test the research hypothesis.

Convenient sampling to collect 200 respondents from five elementary schools in Tirana, teachers of these schools were provided a questionnaire with three main sections which measure transformational, transactional, and teacher motivation. Cronbach alpha was utilized to investigate the internal consistency of the questionnaires collected from the respondents.

4. FINDINGS AND DISCUSSIONS

A. Demographic profile

The age of respondents who contributed in this research paper was: 34.8% of the respondents were between 22-25 years old, 71.0% were between 26-35 years, 80.5 were between 36-45 years old whereas 95.2 are above 46 years old. In terms of marital status, the majority of the teachers who participated in the survey were married (88.1%), percentage of singles is (31.9). In terms of educational background, 15.7% of the respondents had Diploma, 88.6% had University degree and 90.5 Master degrees. As well as gender, 86.2% were female and 9.5% were male.

Based on the gathered questionnaires, the majority of the respondents were females, while a small number of respondents were males. This result shows that many elementary schools operating in Tirana involve the female teachers.

B. Correlation analysis between the variables

The first objective of this study was to identify the relationship between Transformation and work motivation of elementary school teachers in Tirana. The result of correlation analyzes of the relationships among transformation, transaction, and work motivation; Hence transaction has positive relationship with

job motivation ($r=.388$ and $p<0.01$). Besides teachers actively satisfy their jobs and leadership styles improve teachers' job motivation, then principles with transactional leadership style tend to enhance teachers' motivation. In addition, the second objective of this study was to identify the relationship between transformational leadership style and teachers' job motivation elementary schools in Tirana, Albania. Transformational has positive influence with teachers' job motivation ($r=.375$ and $p<0.10$).

C. Hypothesis test

The current study wished to investigate the impact of leadership style dimension on teacher motivation in elementary schools in Tirana, Albania, two hypotheses were developed after the literature review, to test the research hypothesis we employed the linear regression analysis, also regression assumptions was done before taking place to further analysis. The dependent variable teacher motivation was normally distributed across all independent variables. No violation was observed after checking the outliers, linearity and co-linearity.

The result of the regression analysis suggested three significant models; Transaction style which explained 15% while transformational leadership style explained 14% of dependent variable.

Two hypotheses were developed after reviewing the existing literature; **H1** asserted that there is significance relationship between transformational leadership and teacher job motivation at elementary schools in Tirana, **H2** claimed that there is significance relationship between transactional leadership and teacher job motivation at elementary schools in Tirana.

The result of regression analysis shown in the following table shows that leadership style had significant and positive relationship with teacher job motivation.

Table: Regression Analysis

No.	Variables	Teacher Work Motivation		
		Transaction Style	Transformational Style	Remarks
1	Beta	0.388	0.375	H1: Supported
2	T	6.075	5.837	H2: Supported
3	Sig	0	0	
4	R	0.388	0.375	
5	R Square	0.151	0.141	
6	Adjusted R Square	0.147	0.137	

5. CONCLUSION

This paper studied the effect of leadership style on teacher (job) motivation in elementary schools in Tirana-Albania; the study had two main objectives which are: 1) To identify the relationship between transaction style and teacher job motivation at elementary schools in Tirana-Albania; 2) to examine the relationship between transformational style and teacher job motivation at elementary schools in Tirana-Albania. The researchers employed convenient sampling to collect 200 respondents from 5 high schools in Tirana-Albania.

The result of correlation coefficient revealed that teacher motivation (Dependent variable) had significant positive influence with two independent variables namely; transaction and transformation. The result of regression analysis found that two constructs had statistically significant, positive and direct effects on the employee motivation.

REFERENCES

1. Abu Baker Akeel, A. B., & Subramaniam, I. D. (2013). The Role of Transformation Leadership Style in Motivating Public Sector Employees in Libya. *Australian Journal of Basic and Applied Sciences*, , 7 (2), 99-108.
2. Akanpaadgi, E., Valogo, M., & Akaligang, C. (2014). An Assessment of the Effects of Leadership on the Motivation of Employees towards the Achievement of Organizational

- Goals: A Case Study of the Hospitality Industry in the Bolgatanga Municipality. *European Journal of Business and Management* , 6 (24), 32-39.
3. Almansour, Y. M. (2012). The relationship between leadership style and motivation of managers conceptual framework. *Journal of Arts, Science & Commerce* , 3 (1), 161-166.
 4. Awan, K. Z., Qureshi, I.-E. W., & Arif, S. (2012). The effective Leadershi Style in NGOs: Impact of servant Leadreship Style on Employees' work performance and mediation effect of work motivation. *International Journal of Economics and Management Science* , 1 (11), 43-56.
 5. Batista-Taran, L. C., Shuck, M. B., Gutierrez, C. C., & Baralt, S. (2009). The Role of Leadership Style in Employee Engagement. *Proceedings of the Eighth Annual College of Education & GSN Research Conference* , 15-20.
 6. Buble, M., Juras, A., & Matid, I. (2014). The relationship between managers' leadership styles and motivation. *Management* , 19 (1), 161-193.
 7. Burke, W. (2008). Organization change: theory and practice.2nd. Thousand Oaks, Ca: Sage publication.
 8. C. C., Samuel, M. O., & T. M. (2011). Leadership style, employee motivation and commitment: Empirical evidence from a consolidated retail bank operating in a depressed economy. *African Journal of Business Management* , 5 (20), 8337-8346.
 9. Chaudhry, A. Q., & H. J. (2012). The Impact of Transformational and Transactional Leadership Style on the motivation of employees in Pakistan. *Pakistan Economic and Social Review* , 50 (2), 223-231.
 10. Chilembwe, J. M., & Baluti, J. (2014). Motivation and Supervision in Hospitality Industry with Focus to Hotels and Lodges in Mzuzu City. *International Journal of Social Sciences and Entrepreneurship* , 1 (10), 1-10. *Employee*

- Retention within Organizations.* Journal of American Academy of Business
11. Eyal, O., & Roth, G. (2010). Principals' leadership and teachers' motivation Self-determination theory analysis. *American Educational Research Association (AERA)* , 49 (3), 256-275.
 12. Fullan, M. (2004). *Leading in a culture of change.* First Edition. U.S.A: Jossey-Bass.
 13. Gibson, James L., John M. Ivancevich, and James H. Donnelly. *Organizations: Behavior, Structure, Processes.* Plano, Tex: Business Publications, 1988
 14. Goorak, E., Norooz, H., & Marhamat, S. (2013). The effect of leadership style on the employees' job motivation in health care centers in Shiraz. *Journal of advance in Medical Education and Professionalism* , 1 (2), 59-63.
 15. Gopal, R., & Chowdury, R. G. (2014). Leadership Style and Employee Motivation: An Empirical Investigation in a leading Oil Company in India. *IMPACT: International Journal of Research in Business Management* , 2 (5), 1-10. *Journal of Management and Governance*, 5(3), 231-239.
 16. Hoy, W. K. & Miskel, C. G. (2001). *Educational Administration: Theory, Research and Practice.*
 17. Jaroslav, B. (2013). The Leadership Style and the Productiveness of Employees in the Banking Sector in Slovakia. *Journal of Competitiveness* , 5 (1), 39-52.
 18. Jr., J. E. (2005). Motivation and Transactional, Charismatic, and Transformational Leadership: A Test of Antecedents. *Journal of Leadership and Organizational Studies*, , 3, 27-39.
 19. Judge, T. A., & Piccolo, R. F. (2004). Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity. *Journal of Applied Psychology* , 89 (5), 755-768.
 20. Lin, M.-H., & Chuang, T.-F. (2014). The Effects of the Leadership Style on the Learning Motivation of Students in

- Elementary Schools. *Journal of Service Science and Management* , 1-10.
21. Liu, C. H. (2007). Transactional, Transformational, Transcendental Leadership: Motivation Effectiveness and Measurement of Transcendental Leadership. *Ethical Leadership in the Context of Globalization* , 1-26.
 22. M.S., B., Cain, H. R., V. G., & Stedman, N. L. (2012). Leadership, Motivation, and Teamwork Behaviors of Principal Investigator's in Interdisciplinary Teams: A Synthesis of Research. *Journal of Leadership Education* , 11 (2), 176-191.
 23. McClelland, D. (1985). *Human Motivation*. Glenville II: Scott, Foresman
 24. Mengesha, A. H. (2015). Impact of leadership approaches on employee motivation: An empirical investigation in Haramaya University. *AshEse Journal of Business Management* , 1 (4), 028-038.
 25. Mester, C., Visser, D., & Roodt, G. (2003). Leadership Style and Its relation to employee attitude and behaviour. *SA Journal of Industrial Psychology* , , 29 (2), 72-82.
 26. Mohammadnia, Y., Khorami, M., & Teymourzadeh, V. (2013). A Study on the Role of Transformational Leadership in Employee Empowerment. *European Online Journal of Natural and Social Sciences* , 2 (3), 1854-1858.
 27. Naile, I., & Selesho, J. M. (2014). The Role of Leadership in Employee Motivation. *Mediterranean Journal of Social Sciences*, 5 (3), 175-182.
 28. Neves, C., Nascimento, C. D., & Galvao, A. (2011). Management Leadership Styles and their impact on the motivation of staff of the third sector. *Recent Advances in Business Management and Marketing* , 103-108.
 29. Osterloh, M., Bruno, S., & Frost, J. (2001). *Managing motivation, organization and governance*, Journal of Management and Governance

30. Rahmanpour, R., & Yazdanseta, F. (2015). Investigating the effect of leadership style and demographic variables on employee motivation. *Extensive Journal of Applied Sciences*, 3 (5), 120-124.
31. Ramlall, Sunil. (2004). *A Review of Employee Motivation Theories and their Implications for Employee Retention within Organizations*, The journal of American Academy of Business, Cambridge
32. Rawung, F. H. (2013). The Effect of Leadership on the Work Motivation of Higher Education Administration Employees (Study at Manado State University). *IOSR Journal of Business and Management (IOSR-JBM)* , 15 (1), 28-33.
33. Rudito, G. B., & Bangun, Y. R. (2012). Impact Analysis of Job design, Leadership Styles, Employee Expectation, and Employee Motivation to Employee Performance. *Indonesian Journal of Business Administration* , 1 (3), 123-130.
34. Savareikiene, D. (2013). Transformational Leadership Roles in Development of Motivation in Aspects of Good Governence. *Ekonomika ir Vadyba: aktualijos ir perspektyvos* , 3 (31), 152-158.
35. Stephen R Covey. (2004). *The 8th habit: from effectiveness to greatness*, New York
36. Suminto, A. (2014). The effect of leadership style and motivation employee job satisfaction on ward in the district Citangkil Cilegon city – Indonesia. *Scholarly Journal of Business Administration* , 4 (4), 113-123.
37. Toban, C., Gani, M. U., Gani, A., & Zakaria, J. (2014). Antecedents of Employee Performance. *International Journal of Business and Management Invention* , 3 (4), 18-23.