

*Full Length Research Paper*

# **“An investigation of relation between the school administrators’ leadership style and communication skill”**

**Veysel TEMEL<sup>1\*</sup>, Mehmet ULUKAN<sup>2</sup>, Hasan ŞAHAN<sup>1</sup>, Murat BAY<sup>3</sup> and Ahmet ŞAHİN<sup>4</sup>**

<sup>1</sup>Physical Education and Sports High School, University of Karamanoglu Mehmetbey, Karaman, Turkey.

<sup>2</sup>Physical Education And Sports High School, University of Adnan Menderes, Aydın, Turkey.

<sup>3</sup>Department of Management Science, University of Karamanoglu Mehmetbey, Karaman, Turkey.

<sup>4</sup>Physical Education and Sports High School, KMU, Karaman, Turkey.

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The aim of this study was to find out the relationships between leadership styles and communication skills of academic staff in the administrative function at the University of Karamanoglu Mehmetbey. Participants (faculty members and teaching staff) included 40 males and 16 females. We used the survey method in this study. Firstly, present data, related to the aim of the research, was given systematically by scanning literature. Thus, a theoretical frame was formed about the subject. T- test and analysis of variance (ANOVA) test were used for analysis of data. The result of the study indicated that administrators who had good communication with teaching staff displayed democratic leadership behavior. Besides, it was found out that administrators over 30-40 age have better communication skills than the others. And also, the study shows that administrators, working for a long time at the same university, displayed democratic leadership and better communication skills. Democratic leadership style leaves a positive impact on morale and satisfaction. Thus, a high correlation was found between leadership behavior and communication skills.

**Key words:** Leader, leadership, school administrators, communication skills.

## **INTRODUCTION**

People cooperate to make their goals and exceeding power come true. To actualize a goal, which requires a common effort, necessitates combining and integrating power and action of more than one individual (Aydın, 1998). Even though these people, who come together to gather these combined powers and manage them are qualified with their job, provided they do not have group leader as their head they cannot reach desired goals, time, cost and quality standards easily. In this case, a gatherer, authority and founder leader is needed (Akat, 1999). In this intention businesses which people are included, have a value of responsibility rather than

importance (Loh, 1996).

Leaders in globalizing world are leading lights on accommodating changes of people in society and coping with some problems brought by those changes (Şişman, 2002). Therefore, there must be leaders who directs and guides people. For schools to be successful, they need to have directors with multi-dimensional leadership features. In the research, it was found out that there was relation between leader type school leaders and the success of schools (Yavuz, 2006). Besides, some authors (Çelik, 2003) found out that there was a significant relation between leadership behavior and problem solving skills. A managing director who is a leader at school, would prevent from all problems and increase the academic success of school much more faster by using his problem solving skills. Making the school function in line with its aims is the duty of school management. For school directors to fulfill their responsibilities, they must know

\*Corresponding author. E-Mail: [temelacademic@gmail.com](mailto:temelacademic@gmail.com).  
Tel: +90.555.390 11 21. Fax: +90.0.338.2262024.

**Abbreviation:** ANOVA, analysis of variance.

management processes, principles and rules very well and apply it (Bursaloğlu, 1994). Managing directors and leaders are different characters. The aims of the directors stem from needs rather than desires. Director is to be superior in terms of dealing with conflicts between individuals or branch groups. She/he enables the fulfillment of daily activities by reconciling the sides (Zaleznik, 1999).

Leadership is not tied to formal position, it is political, cultural and it is a process in which some spiritual features come forth (Erçetin, 2002). Although there are different views in terms of the exact role leaders play, this metaphor of leader as helmsman is still being used today (Vries, 2007). Being a leader means having power. For the realization of this, the action is to be done by the leader (Bowers, 2009). Schools may not chose their principals.

The quality of a school is thought to be the same as its principal. Riley and Mulford (2006) emphasize this in the following saying "There is a reality which no one can change; this is the fact that a good school always has a perfect principal". As managing always requires decision making, there are some ethical managing directors (Riley and Mulford, 2006). At the interpersonal relations, first impression takes place with the non-verbal communication at first glance without saying anything to each other about each other. Nonverbal communication may cause people who don't know each other before to make decisions about each other, and also it gives information those who know each other about the nature of the relations reciprocally and affects the behavior and communication of them (Gürgen, 1997). Oral communication describes any type of inter-action that makes use of spoken words, and it is a vital, integral part of the modern business world. "The ability to communicate effectively through speaking as well as in writing is highly valued, and demanded, in business. For oral communication to be effective, it should be clear, relevant, tactful in phrasology and tone, concise, and informative.

Presentations or conversations that bear these hallmarks can be an invaluable tool in ensuring business health and growth (Tutar, 2003).

## THE SURVEY PURPOSE, LIMITATIONS AND HYPOTHESES

### The survey purpose

The aim of the study is to find out the relationships between leadership styles and communication skills of academic staff in the administrative function at the University of Karamanoglu Mehmetbey.

### Limitation of the study

The study is limited with the faculty members and teaching assistants in Karamanoglu Mehmetbey University.

## Hypotheses of the study

H<sub>1</sub>. There is a meaningful relationship between total working period (0-1, 2-5, 6-10, 11-15 and 16-20) and communication skills.

H<sub>2</sub>. There is a meaningful relationship between term of office (1-2, 3-4, 5-8 and 9+) and communication skills.

H<sub>3</sub>. There is a meaningful relationship between term of office (1-2, 3-4, 5-8 and 9+) and leadership behavior.

## METHODOLOGY

### The research model

As the research was applied on the academic staff at the University of Karamanoglu Mehmetbey, it was the character of case.

### Data collection

The survey method was used to test the research questions. When the survey was created, we derived benefit from literature for communication within the institution and when the survey questions were prepared, ( ) scales were used. The survey which was applied for evaluating leadership styles and communication skills of academic staff consists of three parts. There are questions about demographic information in the first part, about leadership styles of directors in the second part and in the last part about communication skills. Second and third part questions were prepared according to the Likert-scale. The participants were wanted to tick their choices between 1 and 5 scaled as "strongly disagree, disagree, undecided, agree and strongly agree" that think it is the most appropriate. This choice scoring has shaped 1,2,3,4 and 5, like the order given in the previous sentence.

### Main universe of the survey

Main universe of the survey consisted of the faculty members and teaching staff working between 02.05.2011 and 06.05.2011 in Karamanoglu Mehmetbey University. All departments participated in the survey. The size of main mass is 84 people. In this research, all 84 people were planned to conduct a survey. However, because of the some technical reasons, the survey was conducted to 56 people.

## FINDINGS OF THE SURVEY

Reliability analysis result of the questions (36 question) to measure leadership styles in the questionnaire was found to be 0.88 as Cronbach's alpha value and Reliability ana-lysis result of the questions (36 question) to measure communication skills was 0,86 as Cronbach's Alpha value.

According to Table 1, male (40 men) and female (16 women) appear to be more. Looking the education, rate of the master (25 persons) and doctorate (25 persons) is seen to be high. In terms of total working time, it is seen that those (19 people) between 2 and 5 years have more than the others. Looking length of mission at the institution, it is seen that those between 1 and 2 are 29 people.

**Table 1.** Descriptive statistics.

Variable	F	%	Total working period	F	%
<b>Gender</b>					
Female	16	28.6	0-1	9	16.1
Male	40	71.4	2-5	19	33.9
			6-10	11	19.6
<b>Education</b>					
			<b>Length of mission at the institution</b>		
University	6	10.7	11-15	11	19.6
Master	25	44.6	16-20	6	10.7
Doktorate	25	44.6	1-2	29	51.8
			3-4	11	19.6
			5-8	4	7.1
			9+	12	21.4

**Table 2.** Descriptive statistics of questions to measure leadership behavior and communication skills.

Variable	N	Minimum	Maximum	Average	S
Leadership	52	72	147	1.10	20.14
Communication	55	42	180	1.28	36.49

According to the Table 2, minimum, maximum, mean and standard deviation values of the questions of leadership behavior and communication skills were given in total.

According to the Table 3, there is a meaningful difference between Length of mission at the institution and communication skills (between 11-15 and 0-1) as sig= 0,01. Meaningful difference sig=0.04 between length of mission at the institution and communication skills (between 9+ and 1-2) was found. Meaningful difference sig=0.04 between length of mission at the institution and leadership styles (between 9+ and 1-2) was found. As a result of t-test done between males and females, answers which was given to the leadership behaviors and communication skills expressions were respectively found as sig.=,918 and sig.=631 values. Therefore, there is no meaningful difference by sex.

## DISCUSSION

In the research, leadership styles and communication skills of academic staff in the administrative function at the University of Karamanoğlu Mehmetbey was aimed to evaluate according to the faculty members and teaching staff' perceptions. As a result of the analysis with Anova test about the level of significance between good communication skills - a total running time, communication skills – term of office in the institution and leadership behavior- term of office, between a total length of working and communication ability (between 11-15 and 0-1) sig =

0.01 was found a meaningful difference . Between length of the institution and the task of communication skills (between 9+ and 1-2), sig= 0.04 was found meaningful difference. Between Length of the institution and the task of leadership behavior (between 9+ and 1-2), sig= 0.02 was found meaningful difference. Found meaningful difference between total length of the institution and duration of you work life and communication ability may mean that those who are more experience in their profession have better communication than the others. As a result of the T-Test done between males and females, given answers to the questions about leadership behavior and communication skill was respectively found as sig. =, 918 and 631 values. There is no statistically meaningful difference between answers given by males and females about leadership and communication skills. The regression rate between leadership behavior and communication skills is 0.721 and the communication skills explain 52% of the leadership. Therefore, a high correlation was found between leadership behavior and communication skills. As a result of the study, it was proved to be directly linked between leadership and communication skills. As we understood from given answers to the questions, democratic leaders use the most strategic and effective communication to the people. Democratic leadership style leaves a positive impact on morale and satisfaction as a result of considering the properties of the employees (such as participation, understanding of the role-task, personal expectations and capabilities). As a result, H<sub>1</sub>, H<sub>2</sub>, H<sub>3</sub> and H<sub>4</sub> were accepted.

According to Hitt (1990), leadership is entwined

**Table 3.** Analysis of signifance level with ANOVA test between communication skills and total working time, communication skills and length of mission at the institution and leadership behavior and length of mission at the institution.

	Communication skills	N	F	Sig.
Total working period	0-1	9	4.557	0.003
	2-5	19		
	6-10	11		
	11-15	10		
	16-20	6		
Length of mission at the institution	1-2	29	3.431	0.02
	3-4	11		
	5-8	3		
	9+	12		
<b>Leadership behavior</b>				
Length of mission at the institution	1-2	26	3.806	0.01
	3-4	11		
	5-8	4		
	9+	11		

concepts. Therefore, a leader is responsible to prepare the principles or the norms which directs the behaviors of the people organization. This responsibility reflects the ethical leadership dimension of organization directors. This role has a very critical prominence for an effective leadership and long-term organizational success (Turhan, 2007). According to Tek (2008), Rising the communication skills on those with 5 years of management experince causes an increase in Professional and managerial experience. It is understood that people who have less manegement experince, have communication skills weakly (Tek, 2008). According to Orlick (1990), it was seen that the most important factor was the coach's training and experince as a result of his work to increase effective communication. He found that coach should have more knowledge and experince ( Anshel and Mark, 1994).

According to Baltaş (2000): the leadership which makes everything negatives and restrictiveness goes out, it can be said that the democratic leadership which makes players improve is the current type in this time (Baltaş, 2000). Kozub and Pease (2001) found a positive relationship between behaviors and leadership. More specifically, the results showed a positive relationship between leadership and behaviors of training and instruction, democratic behavior, and social support (Kozub and pease, 2001).

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