

ABSTRACT

In this study, Teachers' Perceived Leadership Behaviour of Principals and Morale, it was theorized that there is a significant relationship between the Morale of the staff and teachers' perception of the Principal's leadership behaviour. Efficacy, satisfaction, cooperation, innovation, cohesiveness and integration were the subsets of Morale. These were aspects of teacher reaction which were considered to be related to leadership behaviour on the part of the principal, such as making provision for teacher growth, being considerate, providing open communication, delegation of authority, participation in decision making and which perceived the usefulness of the teacher.

School size, location, and age, sex, schooling, experience, principal or teacher status and starting point in the profession were also examined as variables which might influence perception of leadership behaviour.

The sample of 34 primary, 55 all-age and 17 high schools was randomly selected from eight parishes in Jamaica. An opinionnaire and questionnaire were the instruments used for data collection. The questionnaire was formulated on the basis of interviews with six principals and a sample of their teachers. The item to scale correlation of the dependent variables was conducted on the whole sample, $n = 335$.

The Correlation Matrix supported the theory that morale is related to Leadership Behaviour. Other variables related to morale are provision for teacher growth, consideration, communication, delegation of authority, participation in decision making and perception of the usefulness of the teacher. In regression analyses of the data, the

following variables contributed significantly to Morale at the .01 level

- (a) Perception of the usefulness of the teacher
- (b) Consideration
- (c) Provision of teacher growth
- (d) Sex
- (e) Starting point in the profession.

The main implication is that where teachers are promoted to the role of principal as a result of a number of years of teaching experience, they ought to have training in these aspects of leadership techniques, preferably on the job.