Perceived Leadership Style Of Principals, Organisational Culture And Occupational Mental Health Of Higher Secondary School Teachers Of Kerala

Abstract
The changing expectations of society demands the teachers to play the role as social engineers who can make the young generation capable of facing the challenges at both local and global levels. Attitudes, beliefs and values of an individual determine his capacity to deal with his life situation, which in turn is influenced by teacher’s attitudes and values. To equip with this varied and highly expected roles of teachers, one must have sound physical and mental health. The mental health of teachers will be influenced by many factors- demographical, social and institutional. The environment in which teacher works may influence his/her mental health together with the leadership styles adopted by principals may influence the work conditions of the school. The present study is an attempt to find out the relationship among the three variables Principal's Perceived Leadership Style, Organisational Culture and Occupational Mental Health of Higher Secondary School teachers. The study was conducted on a sample of 250 Higher Secondary School teachers and the data was collected using Principal's Perceived Leadership Style Inventory, Scale of Organisational Culture and Occupational Mental Health Scale. The collected data was analysed using Pearson's Product moment correlation and Partial correlation. The findings of the study are that Organisational culture influences the Occupational Mental Health of Higher Secondary school teachers irrespective of the leadership styles adopted by the principals.
1. Introduction

Biologically, an individual gets his life through his parents, but the qualitative part of his life is designed by the education he undergoes. The child is influenced by even the minute aspects of the education, formal or informal he gets. In the formal system of education, teachers can play a pivotal role in the comprehensive development of the learner. Teacher’s attitudes, values, beliefs etc influence the learner. Future of the society is in the hands of this young generation, who is developing under the guidance and assistance of teachers. Hence teachers are usually referred to as social engineers. The major objective of any educational institution is to make its students physically robust, mentally alert, emotionally stable, resourceful and culturally acceptable citizens. This can be achieved only with teachers in good physical and mental health. Literature reviews show that many social, personal and emotional factors affect the mental health of a teacher. Leadership can be viewed as a social process in which leaders seek to gain participation of subordinates to reach the desired goal of the group. The particular behavioural pattern exhibited by the leader in dealing with his subordinates is called leadership style. Lewin (1939) identified three major leadership styles viz; Autocratic, Laissez faire and Democratic. Autocratic leader has complete command over the team and is characterized by Centralised power, decision making, complete control over subordinates giving less concern for their views, and is also termed as “Authoritarian”. Laissez faire leadership is described as leave decision making to group members, avoiding leadership roles, full freedom for subordinates, give little directions and is also known as ‘Delegative’ leadership. Democratic leaders invite team opinions, also make adequate decisions, encourage subordinates to make suggestions, take initiative in setting goals, promotes team work hence called ‘Participative’ leadership. Schein (1990) defined organizational culture as “A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way you perceive, think, and feel in relation to those problems.” Deal and Peterson (1999) described school organizational cultures as complex web of traditions and rituals that have built up over time as teachers, parents and administrators work together to deal with crisis situations and reach accomplishments. These enduring cultural patterns have powerful impact on performance, and shape the ways in which people think feel and act. The school culture is a complex pattern of norms, attitudes, beliefs, values, ceremonies, traditions and myths deeply rooted in the very core of a school as an organization. (Barth, 2002). Studies on Leadership Styles of Principals showed that it influences teacher’s work life, performance of teachers, teacher effectiveness, learner outcomes, effective teaching learning process, positive school culture. (Nadarasa, 2014; Bhengu & Mthembu, 2014; LeClear, 2005). Numerous research studies reported that as leaders of individual schools, the principals have some impact on the school culture. (Deal & Peterson; 1990; Sashkin & Sashkin; 2003; Serigiovanni; 2001). Kythreotis, Petrots, Kyriakides & Leonidas (2010) in their study on influence of Principals Leadership style and school culture on student achievement found that student achievement gains were found to be related with five factors at the school level: the principals’ human resource leadership style and four dimensions of organizational culture. Sahin (2011) found in her study that there exists a positive and high level relationship between the principals instructional leadership style and school culture. Hameed and Sulfa (2010) found in a study found that there is no significant relationship between Organizational Culture and Professional Ethics. World Health Organization (2004) viewed that mental health is a state of wellbeing in which the individual realizes his or her own abilities and can cope with the...
normal stresses of life, can work productively and fruitfully and is able to make a contribution to his or her community.

Occupational mental health is mental health in job. Jayasree (2003) reported that Warr (1990) defined Occupational Mental Health as the combination of three components viz; competition, aspiration and negative job carry over. Two more components were also added to the concept of Occupational Mental Health that is Job satisfaction and Self-concept. A recent study on Occupational Mental Health, Manikandan (2012) reported that Some teachers of present classrooms often do not have a positive view of their profession conducive for a positive mental health. Though teachers of today are academically well qualified and competent, they lack confidence and their social perception is negative. Negative mental health is manifested from significant decrement in the quality of services provided, conflicts, poor staff morale, and increased absenteeism. As teachers with negative mental health bring great loss to society the issues of mental health has been a matter of discussion even at government level. Manikandan (2012) in a study on occupational mental health of school and college teachers, found that sex and type of institution have significant main and interaction effects on components of occupational mental health like competency, job satisfaction, negative job carry over, self-concept but not on the total occupational mental health. In the light of the previous reviews showing Principal Leadership Style and Organisational Culture in Schools are related, the present study attempts to find out the effect of perceived Leadership styles adopted by Heads, and nature of Organisational Culture on Occupational Mental Health of Higher Secondary teachers and to find out extent of the relation between these variables.

2. Objectives Of The Present Study

I. To study the Principals Leadership styles as perceived by the higher secondary school teachers.

II. To find out nature of Organisational Culture as perceived by Higher Secondary school teachers.

III. To find out the extent of Occupational Mental Health among Higher Secondary School teachers.

IV. To find out the nature of relationship among Principal Leadership style, Organisational Culture and Occupational Mental Health.

3. Hypothesis

I. There exists significant relationship between Principal Leadership style and Organisational Culture.

II. There exists significant relationship between Principal Leadership style and Occupational Mental Health.

III. There exists significant relationship between Organisational Culture and Occupational Mental Health.

4. Methodology

The relationship among three variables Principal’s Perceived Leadership Style, Organisational Culture and Occupational Mental Health of Higher Secondary School teachers of Kerala was studied and hence the present study is correlational one.

4.1 Instruments

The instruments used are:
I. Principal's Perceived Leadership Style Inventory
Principal's Perceived Leadership Style Inventory developed by Mohammedali and Vijayakumari (2013) with 45 items is used for measuring the leadership style of principals of the schools as perceived by the teachers on the basis of theory of leadership by Lewin (1939). The validity coefficient is found out by biserial correlation and the biserial coefficient of r obtained is 0.2. The reliability was found by Cronbach Alpha and reliability indices for the Autocratic, Laissez faire and Democratic leadership styles are obtained as .69, .55 and .70.

II. Scale of School Organisational Culture
The variable Organisational Culture was measured using Scale of School Organisational Culture developed by Gafoor and Ishaq (2002) which contains 52 items, is made in the form of five point Likert Scale with 7 sub scales viz; Commitment, Formalization of rules, Cooperative Emphasis, Expectations, Emphasis on academics, Performance Management and Goal Consensus. The reliability of the total scale and sub scales were established through test retest method the reliability coefficient obtained was .86, .90, .64, .47, .66, .71, .63 and .67. The developers establish construct validity and face validity through the homogeneity indices of 0.77, 0.72, 0.78, 0.70, 0.75, 0.81 and 0.80. for total and sub scales.

III. Occupational Mental Health Scale
Occupational Mental Health scale by Jayasree and Vijayakumari (2002) was used to measure the variable Occupational Mental Health of Higher Secondary school teachers. The scale has its theoretical foundation on Warr’s Mental Health measures and was prepared by incorporating mainly five components viz; Competence, Aspiration and negative Job Carry Over, Job Satisfaction and Self Concept were also found to be highly related variables with Mental Health and included in the scale. Validity index of the scale was estimated by Correlation and the correlation coefficient obtained is 0.82 and reliability coefficient was established by test retest method, split half method and Cronbach Alpha and the reliability coefficients obtained are 0.88, 0.91 and 0.89 respectively.

4.2 Participants
Population of the study is Higher Secondary School teachers of Kerala. The study was conducted on a random sample of 250 Higher Secondary School teachers of Malappuram District in Kerala.

5. Results and Discussions
The purpose of the study was to find whether there exists any relationship between Principal’s Perceived Leadership Style, Organisational Culture and Occupational Mental Health of Higher secondary teachers. The Correlation Coefficients obtained are given in Table 1.

Table 1: Correlation matrix of Perceived Leadership styles of principals, Organisational Culture and Occupational Mental Health (N=250).

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Variable</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Autocratic Leadership Style</td>
<td>-.131*</td>
<td></td>
<td></td>
<td>-.230**</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Laissez faire Leadership Style</td>
<td>-.129*</td>
<td>-.164**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Democratic Leadership Style</td>
<td>.158*</td>
<td>.066</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Organizational Culture</td>
<td></td>
<td></td>
<td>.401**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Occupational Mental Health</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* p≤ 0.05

Interpretation
Table 1 show that the correlation coefficient obtained for Autocratic leadership style and
Organisational culture is -.131. The tabled value for significance at 0.05 level for N=250 is 0.1305. Since the calculated value of ‘r’ is slightly greater than this value; the relationship can be taken as significant at 0.05 level. That is there exist a real relationship between Autocratic Leadership style and Organisational Culture. The magnitude of ‘r’ shows that there is negligible relationship. Hence Autocratic Leadership style and Organisational Culture are negatively significantly related but the relationship is negligible. The correlation coefficient obtained for Laissez faire leadership style and Organisational Culture is -.129. Since this value is lesser than 0.135 the relationship is not significant at 0.05 level. This means that the two variables Laissez faire Leadership style and Organisational culture are not significantly related. The correlation coefficient obtained for Democratic Leadership style and Organisational Culture is 0.158 which indicates a significant relationship (p<.05). That is the two variables Democratic Leadership style and organizational Culture are significantly related. The positive value indicates that the relationship is positive. A low value of ‘r’ shows that the relationship between the variables is negligible. The correlation coefficient obtained for Autocratic Leadership Style and Occupational Mental Health is -.230. This value is greater than 0.171 the tabled value for significance at 0.01 level. That is the two variables Autocratic Leadership Style and Occupational Mental Health are significantly related. The negative value of the correlation coefficient indicates the relationship is negative. The magnitude of ‘r’ shows that the relationship between the variables is low. There is low, negative significant relationship between the variables, Autocratic Leadership Style and Occupational Mental Health. The Correlation coefficient obtained for the two variables Laissez faire leadership and Occupational Mental Health is -.164 and the relationship is significant at 0.05 level. That is the two variables are significantly related. The negative sign of the value indicates a negative relationship between the variables but a low value of ‘r’ indicates a negligible relationship between the two variables. The correlation coefficient obtained for Democratic Leadership style and Occupational Mental Health is .066 indicating that the relationship between the two variables is not significant even at 0.05 levels. That is there is no significant relationship between the variables. The Correlation coefficient obtained for Organisational Culture and Occupational Mental Health is 0.401 showing a positive, substantial and significant relationship between the variables Organisational Culture and Occupational Mental Health.

The review of literature showed that Leadership styles of Principals influences the Organisational Culture and hence the influence of one variable is controlled on judging the relation between the others with Occupational Mental Health. The Partial correlation coefficients obtained are given as Table 2.

Table 2: Partial Correlation Coefficients of Leadership Styles and Organisational Culture with Occupational Mental Health (N=250)

<table>
<thead>
<tr>
<th>Controlled Variable</th>
<th>Related Variables</th>
<th>Partial Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational Culture</td>
<td>Autocratic Leadership style and Occupational Mental Health</td>
<td>-.135*</td>
</tr>
<tr>
<td></td>
<td>Laissez faire Leadership and Occupational Mental Health</td>
<td>-.084</td>
</tr>
<tr>
<td></td>
<td>Democratic Leadership style and Occupational Mental Health</td>
<td>.040</td>
</tr>
<tr>
<td>Principal Leadership style</td>
<td>Organisational Culture and Occupational Mental Health</td>
<td>.395**</td>
</tr>
</tbody>
</table>

** p≤ 0.01, * p≤ 0.05
Interpretation

Table 2 shows that when the variable Organisational Culture is controlled, the correlation coefficient between Autocratic Leadership style and Occupational Mental Health has decreased from .230 to .135, though significant, the extent of relationship is negligible. The Partial correlation coefficient obtained in the case of Laissez faire Leadership style and Occupational Mental Health is - .084 which indicates that the relationship between the variables is not significant even at 0.05 levels. That is, when the influence of Organisational Culture is controlled the significant relationship observed between Laissez faire Leadership style and Occupational Mental Health has become non-sufficient. In the case of Democratic Leadership style the relationship is not significant as before controlling the variable Organisational Culture. When the Perceived Leadership style of Principals was controlled, the Correlation coefficient obtained in the case of Organisational Culture and Occupational Mental Health is 0.395 which shows a significant, positive, moderate level of relationship between the variables. That is, the Leadership styles do not influence the relationship between Organisational Culture and Occupational Mental Health. The findings of the study indicate that the organizational culture and two leadership styles Autocratic Leadership style and Democratic leadership style are related. In other words Autocratic principals influence Organisational Culture negatively while Democratic leaders improve the Organisational culture to a very small extent. Regarding the case of Occupational Mental Health, Autocratic leaders show negative but low influence on Occupational Mental Health. Thus the hypothesis 1 and hypothesis 11 is partially accepted as all the three leadership styles cannot influence Organisational Culture and Occupational Mental Health in the same way. The extent of relationship between Organisational Culture and Occupational Mental Health shows that both the variables are closely related and the Organisational Culture influences the Occupational Mental Health moderately. From this the third hypothesis is completely accepted.

6. Conclusion

From the results of Partial correlation it can be concluded that the leadership styles influence Occupational Mental Health only if the effect of organisational culture is considered. Among many such factors, the influence of the organization and its members are important. The head of the institution has a major role to play in the performance of the organization as a whole and the performance of each individual. The leadership style that the principals follow may influence others positively or negatively. A collegial environment of the school may create a culture that facilitates the functioning of entire system. So the final conclusion obtained is no matter whatever be the Leadership styles exhibited by the principals, if the organizational culture is favourable, the teachers show good mental health. So attention should be given to enhance the organizational culture of schools to reach the desired outcomes. Since Higher Secondary department is included neither in General education nor in higher education, well planned programmes for increasing organizational culture are not sufficient. Some suggestions for improving school environment are, Organising Effective Faculty Development Programmes for better orientation to the changing content, provide opportunities for higher studies to prevent stagnancy, provide opportunity for teachers get together from all schools to share ideas, provide enough facilities to transact lessons using ICT, provide hand books for familiarising concept and classroom activities, to make community involvement, provide non-teaching staff for office duties etc.

7. References


