

**A STUDY OF RELATIONSHIP BETWEEN
LEADERSHIP STYLES OF HEADS AND
ORGANIZATIONAL CLIMATE IN
COLLEGES FOR WOMEN**

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DEPARTMENT OF EDUCATION

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University of Management and Technology

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**A thesis submitted in partial fulfillment of the requirements for the
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Certificate of Approval

Accepted by the Faculty of the
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Muhammad Zafar Iqbal
Supervisor

DECLARATION

It is certified that this PhD dissertation titled “A Study of Relationship between Leadership Styles of Heads and Organizational Climate in Colleges for Women” comprises on original research. Its contents have not already been submitted in full or in part for the requirements of any other degree and are not currently being submitted for any other degree or qualification. To the best of my knowledge and belief, this thesis does not contain any material published or written previously by another person, except where due references are made to the source in the text of the thesis. It is further certified that help received in preparing this thesis, and all resources used have been acknowledged at the appropriate places.

Hina Munir

2010-14

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CERTIFICATE

This is to certify that the research work described in this PhD dissertation is the original work of the author that was carried out under my direct supervision. I have personally gone through all the data, results / contents reported in the manuscript and certify its correctness and authenticity.

I further certify that the material included in this thesis has not been used in part or full in a manuscript already submitted or in the process of submission in partial / complete fulfillment of the award of any other degree from any other institution. I also certify that the thesis has been prepared under my supervision according to the prescribed format. Therefore, I endorse its evaluation for the award of PhD degree through the prescribed procedure of the university.

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APPROVAL SHEET

This thesis titled, “A Study of Relationship between Leadership Styles of Heads and Organizational Climate in Colleges for Women” is accepted for the partial fulfillment of the degree of Doctor of Philosophy in Education at the Department of Education, University of Management and Technology, Lahore.

Supervisor

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DEDICATION

I dedicate this research work to my parents for inspiring me to work hard and to my brothers for their continuous moral, and social support v

ABSTRACT

The study attempts to explore the relationship between leadership styles of heads and organizational climate in colleges for women. The present study was correlational in nature. Survey method was adopted to conduct the research. For the sample selection convenient sampling technique was used. The target population of the present study comprised of all the teachers and principals in the women colleges from the province of Punjab, Pakistan. For the selection of sample, 100 colleges were selected from the Punjab province. From these colleges 1000 teachers and 100 colleges' principals were selected as sample. Data were collected with the help of three research instruments namely Leadership Style Questionnaire for teachers (for assessing leadership styles of principals as perceived by their teachers), Leadership Style Questionnaire for principals (for assessing perceptions of Principals about their own leadership style) and Organizational Climate Questionnaire (for assessing organizational climate of their colleges). Leadership style questionnaire for principals and teachers consisted of 50 items and organizational climate questionnaire was consisted of 12 dimensions. This questionnaire was consisted of 60 items. The pilot study of the instruments was conducted of 5 colleges including 50 teachers and 5 principals. After analysis of pilot testing the instruments were finalized. Hypothesis were tested by using SPSS with the help of different statistical techniques i.e. Cross tabulation, t-test, Chi square, One-way ANOVA, Repeated measure ANOVA, Post Hoc, Pearson coefficient of correlation and Multiple regression. The major findings of the study lead that there is no significance difference in the perceptions of teachers and principals about the different leadership styles practiced in their colleges and democratic leadership is the most practiced leadership style in colleges for women, and democratic leadership style also has statistically significant and positive relationship with different dimensions of organizational climate. vi

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Hina Munir viii

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