ORGANIZATIONAL COMMITMENT AND WORK VALUES OF TEACHERS AND LEADERSHIP BEHAVIOR OF HEADS OF HIGH SCHOOLS IN BANGALORE (INDIA) AND SANANDAJ (IRAN) - A COMPARATIVE STUDY

ABSTRACT

The present investigation is essentially a descriptive-cum-comparative and co relational study on Organizational Commitment and Work Values of Teachers and Leadership Behavior of Heads of High Schools in Bangalore (India) and Sanandaj(Iran). The study is conducted with the following purposes:

I. To study and compare the Organizational Commitment and Work Values of Teachers and Leadership Behavior of Heads of High Schools in Bangalore (India) and Sanandaj(Iran).

II. To study the difference in Organizational Commitment and Work Values of Teachers and Leadership Behavior of Heads of High Schools in Bangalore (India) and Sanandaj(Iran) with respect to their background variables like, gender, length of experience and type of schools.

III. To study the relationship between Organizational Commitment and Work Values of High Schools Teachers in Bangalore (India) and Sanandaj(Iran) separately.
IV. To study the relationship between Organizational Commitment of Teachers and Leadership Behavior of Heads of High Schools in Bangalore (India) and Sanandaj(Iran) separately.

V. To study the relationship between Work Values of Teachers and Leadership Behavior of Heads of High Schools in Bangalore (India) and Sanandaj(Iran) separately.

In the present study, Organizational Commitment, Work Values and Leadership Behavior are considered as main variables and gender, length of experience and type of schools are considered as background variables. The sample for the present study was drawn using random sampling technique and consisted of 800 high school teachers and 80 heads of high schools (400 teachers from 40 high schools in Bangalore city in India and 400 teachers from 40 high schools in Sanandaj in Iran); 40 heads from each high school selected in both the cities making the total 80 heads. The data was collected using Organizational Commitment Scale by Meyer and Allen (1997), Work Values Questionnaire by Elizur (1991) and Leadership Behavior Questionnaire by Bass and Avolio(1995) and was analyzed using SPSS package version 11.0 with statistical techniques like t-test, one- way ANOVA and coefficient correlation for verification of research hypotheses formulated based on the objectives of the study.

The study revealed that majority of the teachers in Bangalore (India) and Sanandaj (Iran) have moderate level of Organizational Commitment and Work Values. However, percentage of teachers at moderate level of Work Values is more in Bangalore (India) as compared to those in Sanandaj (Iran). But percentage of teachers at high level of Work Values is more in Sanandaj (Iran) as compare to those in Bangalore (India).
Majority of the heads in Bangalore (India) and Sanandaj (Iran) have moderate level of Leadership Behavior. However, percentage of heads at moderate level of Leadership Behavior is more in Sanandaj (Iran) as compared to those in Bangalore (India). But percentage of heads at high level of Leadership Behavior is more in Bangalore (India) as compare to those in Sanandaj (Iran).

- In India, in case of Organizational Commitment in total of teachers difference is found between female and male teachers, government and private high school teachers and no differences is found between teachers with different length of experience. In case of Work Values in total of teachers no difference is found between female and male teachers, government and private high school teachers and teachers with different length of experience.

- In Iran, in case of Organizational Commitment in total of teachers difference is found between female and male teachers and teachers with different length of experience but there is no difference between high school teachers in government and private aided high schools. In case of Work Values in total of teachers no difference is found between female and male teachers and teachers with different length of experience but there is difference between teachers in government and private aided high schools.

- In India, in case of Leadership Behavior in total of heads, no difference is found between female and male heads, between government and private aided high schools and between the heads with different length of experience.

- In Iran, in case of Leadership Behavior in total of heads, no difference is found between female and male heads, heads of government and private aided high schools and between the heads with different length of experience.
There are significant relationship between organizational commitment and work values of high school teachers, between work values of teachers and leadership behavior of heads in both the countries, where as, significant relationship is found between organizational commitment of teachers and leadership behavior of heads in Iran, but not in India.

Based on theses findings, some suggestion have been made for the betterment of teachers and heads on the studied variables.