

A Study of the Relationships among Principal's Transformational Leadership, Teacher's Acceptance of Organizational Change and School Competitive Advantage

Summary

Introduction

With the impact of global competition and low fertility rates, schools' competition is getting more and more intense, and school's administrators' stress and challenge are also becoming more severe than ever before. The development of school's administrative affairs needs to conform to society's double expectation of the promotion and support, and then the integrated education quality can be upgraded. Therefore, school administrators have to continuously make organizational change and innovation internally, and also need to use various channels to promote their school's image and feature outwardly to increase the school competitive advantage. After the related literature has been thoroughly reviewed, many have studied only on the topic of the principal's transformational leadership, but few empirical researches focus on its correlation with teacher's receptivity of organizational change and school competitive advantage. Therefore, the researcher explored the current status and correlation among the three issues.

Method

This study adopted the questionnaire survey and randomly selected 590 teachers as subjects from 25 junior high schools in Kaohsiung, and collected 557 valid questionnaires with a questionnaire availability ratio of 96.1%. The

research applied the statistical analysis, such as mean, standard deviation, *t*-Test, one-way ANOVA, Pearson product-moment correlation, multiple stepwise regression and structural equation modeling (SEM), to process all collected data.

Results

1. Analysis of current status for principal's transformational leadership, teacher's receptivity of organizational change and school competitive advantage

In terms of its overall aspect, the principal's transformational leadership is above the average; in the sub-aspect, "Personal Charm" has the highest score and "Individual Caring" has the lowest one. For its overall aspect, teacher's cognition of the receptivity of organizational change is above the average; and in the sub-aspect, "Receptivity of Teacher Evaluation for Professional Development" has the highest score and "Receptivity of Teaching Strategy Change" has the lowest one. Moreover, the school competitive advantage is above the average; in the sub-aspect, "Service Advantage" has the highest score and "Organization Advantage" has the lowest one.

2. Analysis of correlation among principal's transformational leadership, teacher's receptivity of organizational change and school competitive advantage

The correlation between the principal's transformational leadership and teacher's receptivity of organizational change reached a significant level. The correlation level between the individual caring and receptivity of organizational ecology change is the highest.

In addition, the correlation between the principal's transformational leadership and school competitive advantage reached a significant level. The correlation level between the vision building and service advantage is the highest. If principals could show the leadership on vision building, then teachers would have higher recognition on school's service advantage.

However, the correlation between the teacher's receptivity of organizational change and school competitive advantage reached a significant level. The correlation level between teacher's receptivity of organizational ecology change and image advantage is the highest. The higher teacher's receptivity of organizational ecology change is, the better image advantage the schools would have.

3. Analysis of prediction for principal's transformational leadership, teacher's receptivity of organizational change and school competitive advantage

As a whole, the school competitive advantage has 5 variables that contained predictive function, including "Receptivity of Organizational Ecology Change, Vision Building, Receptivity of Teaching Strategy Change, Individual Caring and Receptivity of Teacher Evaluation for Professional Development", and reached a significant level. "Receptivity of Organizational Ecology Change" is the main predictive variable of overall school competitive advantage.

4. Analysis on causal relations among principal's transformational leadership, teacher's receptivity of organizational change and school competitive advantage

As for the causal relationship among the **principal's** transformational leadership, teacher's receptivity of organizational change and school competitive advantage, the **principal's** transformational leadership can directly influence the school competitive advantage; further, based on the study of mediating effect model, the **principal's** transformational leadership can apply the mediating mechanism of teacher receptivity to organizational change, and indirectly yield positive effects on school competitive advantage.

Conclusion and Suggestion

1. Conclusion

- (1) The junior high school teachers have better understanding of principal's transformational leadership, and "Personal Charm" has the higher score.

- (2) The junior high school teachers have better understanding of teacher's receptivity of organizational change, and "Receptivity of Teacher Evaluation for Professional Development" has the higher score on reception.
- (3) The junior high school teachers have better understanding of school competitive advantage, and "Service Advantage" has the highest score on reception.
- (4) The more active the principal's transformational leadership is, the better the teacher's receptivity of organizational change would become.
- (5) The more active the principal's transformational leadership is, the better the school competitive advantage would become.
- (6) The more the teacher's receptivity of organizational change is, the better the school competitive advantage would become.
- (7) The Principal's transformational leadership and teacher's receptivity of organizational change contain significant prediction of school competitive advantage, and "Receptivity of Organizational Ecology Change" has the highest score on school competitive advantage.
- (8) The Principal's transformational leadership can cause positive significant influence on school competitive advantage indirectly through the mediating effect of teacher's receptivity of organizational change.

2. Suggestions

(1) Suggestions for Education Administrative Organizations

1. Properly plan the training of reserve principals and the in-service professional development program, and focus on the performance in the vision building and individual caring for the principal's transformational leadership.
2. Guide schools to plan the education policy change, make research and study on related teaching strategy related, replenish with teaching equipment, and support by giving sufficient budget.
3. Provide the connotation of organization, image and achievement advantages for the school competitive advantage as reference to execute school evaluation for education administrative organizations.

(2) Suggestion Junior High School Principals

1. Improve one's performance in vision building and individual caring through the in-service training of professional leadership.
2. Improve teacher's receptivity of organizational ecology and teaching strategy change in order to increase teacher receptivity of organizational change.
3. Enhance the organization advantage, actively elaborate the image advantage, strive for achievement advantage, and further upgrade the school competitive advantage.
4. Elaborate the transformational leadership, increase teacher's receptivity to organizational change, and create the outstanding school competitive advantage.

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