



جامعة الإمارات العربية المتحدة  
United Arab Emirates University

The College of Graduate Studies and the College of Education

Cordially Invite You to a

**Master Thesis Defense**

Entitled

*Leadership Styles of the Principal and the Head of Department and their Relationship to  
Teamwork Productivity in Al-Ain Private Schools*

By

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Abstract

This mixed method study aimed at investigating teachers' perceptions about the leadership styles of the principal and the Head of Department (HoD) and how they affect teamwork performance in Al-Ain private schools. This study addressed three research questions: (A) What is the relationship between principals' leadership styles and HoD leadership styles? (B) What is the relationship between HoD's leadership styles and teamwork performance among teachers? (C) What are the challenges, if any, which teachers face when working in teams? The study participants were 355 teachers in 15 private schools in Al Ain city. Data were collected using a questionnaire with five sections: demographic questions, leadership behaviors practiced by the Principal and HoD, behaviors practiced by teachers in the department, behaviors of teachers' working in teams, and the challenges faced by teachers while working in teams. The data were analyzed using descriptive statistics (frequencies, means and standards deviations) and Pearson correlation test. This study found that there is a significant positive relationship between principals' leadership styles and HoD's leadership styles in that both groups lean toward adopting similar styles. Moreover, it was discovered that the head of departments, more than the principals, have greater influence on teamwork performance. Finally, this study presented some challenges faced by teachers while working in teams such as teachers' reliance on other team members to complete their work, and some team members have preserved their ideas and did not accept others' opinions.

**Keywords:** Heads of Departments (HoDs), School Leadership Team (SLT), ADEC, Leadership style, Teamwork productivity