

A STUDY OF THE RELATIONSHIP BETWEEN SUPERINTENDENTS'
USE OF POWER TOWARD PRINCIPALS AND SUPERINTENDENT
EFFECTIVENESS AS PERCEIVED BY SUPERINTENDENTS
AND PRINCIPALS IN NORTH CAROLINA

A Dissertation

by

Teresa R. Clark

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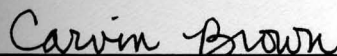
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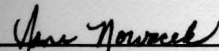
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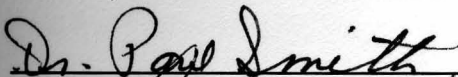
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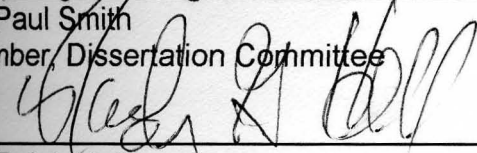
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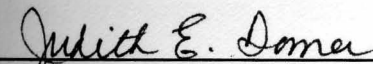
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ABSTRACT

A STUDY OF THE RELATIONSHIP BETWEEN SUPERINTENDENTS' USE OF POWER TOWARD PRINCIPALS AND SUPERINTENDENT EFFECTIVENESS AS PERCEIVED BY SUPERINTENDENTS AND PRINCIPALS IN NORTH CAROLINA

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In this study the relationship between superintendent use of power toward principals and superintendent effectiveness as perceived by principals and superintendents in North Carolina is explored. A recently developed instrument, the *"Interpersonal Power Inventory"* (Raven et al., 1998), was used to assess which bases of power were used by superintendents. This instrument is written in two forms, one for the supervisor and one for the subordinate. To determine superintendent "effectiveness" a survey was designed to reflect how well superintendents and principals perceive superintendent performance on the 30 performance indicators for superintendents adopted by the North Carolina State Board of Education (1998). Two surveys (*"Interpersonal Power Inventory – Supervisor"* and *"Superintendent Effectiveness Profile"*) were mailed to all 100

county superintendents and two surveys (*“Interpersonal Power Inventory – Subordinate”* and *“Superintendent Effectiveness Profile”*) were mailed to 529 principals.

Surveys were received from 56 superintendents and 241 principals. After data received from counties with a new superintendent this school year were eliminated, there were 48 counties with surveys from both superintendents and principals. Data from these surveys were entered into a statistical database, and a correlation matrix was computed for each research question. Data analysis indicated the following conclusions.

- Superintendents’ assessment of their own use of power is not significantly related to their perceived effectiveness by principals or themselves.
- Unlike superintendents, principals perceive superintendent use of power as directly related to superintendent effectiveness.
- The larger the district, the less effective superintendents feel about their use of power; and the smaller the district, the more effective superintendents feel about their use of power.
- The higher the socio-economic status, the higher the rating of effectiveness by principals. The lower the socio-economic status, the lower the rating of effectiveness by principals.