

IMPACT OF LEADERSHIP STYLES OF PRINCIPALS ON TEACHERS' JOB SATISFACTION: A SPECIAL REFERENCE TO THE PUBLIC SCHOOLS IN PANADURA DIVISION, KALUTARA ZONE

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The core purpose of this investigation is to analyse the impact of principals' Leadership styles on teachers' job satisfaction. For this purpose there are 200 (Two hundred teachers) was selected randomly from ten schools in Panadura division, Kalutara Zone. Questionnaires were mainly used to collect primary data from the target group. In addition interviews were conducted with the teachers and the principals of the ten selected schools. For this research three questions were raised, objectives were developed based on those questions, collected data were tested. The collected data was statistically analyzed in correlation analysis and regression analysis to find out the results for the research questions and satisfy the research objectives. Although there are several variables such as teacher's age, interest, experience, self-efficacy, class room discipline, teacher-student relationship, school location and environmental conditions, opportunity for advancement, salary etc. influence teachers' job satisfaction, the principal's leadership style is considered as an important factor affects considerably the way teachers feel about their job and their job satisfaction. The major findings of the study proved that the principals' transformational leadership style has a positive stronger relationship with teachers' job satisfaction. When principals applied transformational leadership approach, it leads to produce more motivated teachers with increased job satisfaction. Transactional leadership having negative relationship with principals' leadership style and transactional principals tend to limit the satisfaction of teachers. The Laissez-faire leadership style has a weak negative relationship with teachers' job satisfaction. The results show that laissez-faire leadership does not have a significant impact on teacher job satisfaction. From the study it was revealed that Transformational leadership style has positive impact on teachers' job satisfaction and most of the principals most of the time use transformational leadership style. Even though, there is an expectation among the teachers from their principals should be a transformational leader in all situations and to all teachers.

Keywords: *Leadership styles; Principals' leadership; Transformational leadership, Transactional leadership; Laissez-faire leadership; Teacher job satisfaction*