



A STUDY OF TRANSFORMATIONAL LEADERSHIP AND JOB SATISFACTION AMONG TEACHERS IN PRIVATE TERTIARY EDUCATION INSTITUTIONS IN SRI LANKA

Arachchige A.K.S.

The Claude Littner Business School, University of West London, United Kingdom

aushyaninet@yahoo.com

ABSTRACT

This research empirically examined the association between transformational leadership style and job satisfaction of teachers in private tertiary education institutions in Sri Lanka. Motivation for the research originates from having a lack of research for understanding the employee outcomes in tertiary education as a result of adopting transformational leadership strategies. To facilitate this purpose, the study was fundamentally focused on identifying the relationship between transformational leadership style and job satisfaction of lecturers in private tertiary education institutions in Sri Lanka. Job satisfaction plays a critical role driving an organization towards its success. Job satisfaction can be linked with factors such as accomplishment, appreciation, development, responsibilities, personal relationships, procedures, remuneration, safety, management, and the ability of the superior. Further, studies suggest that there is a direct relationship between employee performance, self-esteem, and job satisfaction with transformational leadership. The goal of this research is establishing a relationship between the transformational leadership style, and job satisfaction by means of a positivistic approach using Pearson correlation analysis. Multifactor Leadership Questionnaire (MLQ) is employed to assess the independent variables of the transformational leadership style while Minnesota Satisfaction Questionnaire (MSQ) was used to measure the job satisfaction of the academics. For this research, a total of 80 responses were selected after 215 emails were circulated among academics, and the questionnaire responses were filtered based on the percentage of completion. The research concludes that there is a moderately high positive relationship between charisma, individualized consideration and intellectual stimulation with transformational leadership. Based on the study several recommendations such as providing workshops, creating a friendly work environment, and encouraging teachers to contribute on decision making are outlined to develop transformational leadership skills among the department heads in tertiary educational institutions to enhance job satisfaction.

Keywords: leadership, transformational, charisma, job satisfaction, individualized consideration