A STUDY OF TEACHER MOTIVATION AND PRINCIPALS’ LEADERSHIP BEHAVIORS OF CHILAW EDUCATIONAL ZONE, SRI LANKA

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ABSTRACT

The purpose of this research was to study teacher motivation and principals’ leadership behaviors of Chilaw education zone in Sri Lanka with the intention of exploring the situation of teacher motivation and leadership behaviors of the zone. This study investigated those ten motivational factors identified by Nelson (2003) and four leadership behaviors introduced by Likert’s (1967) that were regarded by the researcher as important.

The study was carried out with a mixed research method of quantitative and qualitative methods including two sets of questionnaires, and interviews. The population of the study consisted of 1057 teachers of 1AB schools in Chilaw educational zone. A descriptive survey carried out with 290 teachers and interviews held with 8 randomly selected teachers. The data were analyzed by descriptive statistics and inferential statistics such as t-test, one-way ANOVA, Chi-square, and content analysis.

The results showed the overall teacher motivation level was moderate with the highest mean value (3.84) for factors of celebrating success and learning organization. It was found that the majority of principals had consultative leadership behaviors while none of them had exploitative authoritative behaviors. The level of motivation was statistical significance differed by teachers’ educational level at the 0.05 level. There was a positive relationship between teacher motivation and leadership behavior and the qualitative findings showed the need for more concern on communication skills of principals to improve teacher motivation.

These research findings facilitate policy makers, principals, and teachers. Based on the findings it is recommended to revise the policies regarding the teaching profession while giving attention to training principals in order to improve participatory management skills. At the school level it is suggested for principals to encourage an open door policy for teachers which would allow them to communicate with the principal whenever they wanted.

KEY WORDS: TEACHER MOTIVATION/ PRINCIPALS’ LEADERSHIP BEHAVIORS/ CHILAW/SRI LANKA

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