# CONTENTS

Acknowledgement (i)

Contents (ii-iii)

List of Tables (iv-xv)

List of Figures (xvi)

## CHAPTER-I INTRODUCTION 1-8

1.1 Principal as an Educational Administrator 1
1.2 Principal as a Leader 2
1.3 Personality Characteristics of Principal 4
1.4 Job - Satisfaction of Principals 4
1.5 Leadership Style of Principals 5
1.6 Statement of the Problem 5
1.7 Objectives of the Study 5
1.8 Variables Involved in the Present Study 6
1.9 Delimitations of the Study 6
1.10 Meaning of Key Terms 7
1.11 Need and Importance of the Study 7
1.12 Organization of Research Report 8

## CHAPTER-II CONCEPTUAL UNDERSTANDING OF PREDICTORS 9-42

2.1 Personality 9
2.2 Job – Satisfaction 19
2.3 Attitude 25
2.4 Educational Administrator’s Leadership Style 29

## CHAPTER-III REVIEWS OF RELATED STUDIES AND HYPOTHESIS 43-73

3.1 Studies Related to Personality 43
3.2 Studies Related with Job Satisfaction 47
3.3 Studies Related with Attitude 55
3.4 Studies on Principal Leadership Styles 61
3.5 Hypotheses 71
CHAPTER-IV METHODS AND PROCEDURE 75-89

4.1 Design 75
4.2 Sample 77
4.3 Tools 78
   4.3.1 16 PF Questionnaire 78 (Kapoor and Tripathi, 1982)
   4.3.2 Job-Satisfaction Scale 85 (Singh and Sharma, 1986)
   4.3.3 Attitude Towards Educational Administration Scale 87 (Sharma, 1992)
   4.3.4 Leadership Preference Scale 87 (Bhushan, 1995)
4.4 Data Collection 89
4.5 Statistical Techniques Used 89

CHAPTER-V ANALYSIS OF DATA, INTERPRETATION AND DISCUSSION OF RESULTS 91-205

CHAPTER-VI SUMMARY, CONCLUSIONS, EDUCATIONAL IMPLICATIONS AND SUGGESTIONS FOR FURTHER RESEARCH 207-230

BIBLIOGRAPHY 231-251

APPENDICES