

**PRINCIPALS' LEADERSHIP STYLES AND TEACHERS' JOB PERFORMANCE IN
SENIOR SECONDARY SCHOOLS IN JOS SOUTH LOCAL GOVERNMENT
AREA OF PLATEAU STATE, NIGERIA**

By

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Abstract

The Study Investigated The Principal Leadership Styles And Teachers' Job Performance In Senior Secondary Schools In Jos South Local Government Area Of Plateau State, Nigeria. Samples Of Two Hundred (200) Respondents Were Selected Using The Random Sampling. Structured Questionnaires Were Also Used As The Main Instrument For Data Collection. The Design Employed In The Study Was Cross Sectional Survey. Frequency Count And Simple Percentage Were Adopted For Data Analysis. From The Findings, The Study Confirmed That Teachers Job Performance Are Ineffective Due To Numerous Identified Challenges Among Which Are; Principals Dictates All Work That Is Needed To Be Done And How It Should Be Done, Adopts One Way Communication, Problems Are Solved Without Teachers' Involvement, No Freedom Of Decision Making Among Others. Therefore, Recommendations Were Also Made As A Ways Of Finding Solutions To The Identified Challenges.

Background To The Study

Organization Is A Place Where A Pool Of People Converges To Work To Achieve Set Goals This Convergence Produces People From Different Backgrounds With Varied Attitudes, Behaviours And Experiences That Require Being Coordinated. Coordinating These Various Human Attitude And Behaviour Requires That An Experience And Professional Leader Be Made In Charge Of The Organization To Handle And Render Essential Leadership Services. The Person That Occupies This Position Is Called A Leader And Requires Leadership Knowledge And Qualities To Enable Him Perform Credibly Well. Leadership Is A Social Process That Requires Competences In Handling Both The Material Resources And Human Being In An Organization. It Also Means Handling And Managing Conflict And Other Problems That May Arise In An Organization. This Made The Leaders' Disposition And Professional Knowledge Critical And Needful In Handling Issues. Leadership Is More Of An Administrative Behaviour Than An Organizational Position. The Success Of Such Organization Largely Depends On The Leadership Style Adopted By The Leader.

Secondary Schools As An Educational Institution Or A Formal Organization, There Will Be No Leader In The Absent Of Teachers As Well As There Will Be No Teachers Without Student. All These People Are Stakeholders In The Schools With Roles To Play In Achieving The Aim And Objectives Of The Schools As Spelt In The National Policy On Education (npe). Secondary School Is The Post Primary Education That Trains And Prepares Youth For Higher Education Placement And Provides The Learners With The Opportunities To Acquire Necessary Skills And Attitude For The Development Of The Self And Nation Enhancement Of Understanding And Appreciate Interrelationships Among Nations. This Formal Education Level Is Headed By A Leader Known As

Principal And The Implementers Of The Curriculum Are The Teachers Which They Play Vital Roles, Their Effectiveness Mostly Depends On The Leadership Style Of Principal. Leadership Styles Are Therefore Methods, Techniques, Strategies Or Patterns Of Behaviour Exhibited By Schools' Leader In An Attempt To Influence Subordinate Towards Attaining The School Goal And Objectives. Among The Leadership Styles According To E.a. Abama, S.t.gyang And S.a.oladipo (2016) Are: Autocratic Leadership Style, Democratic Leadership, Pseudo-democratic Leadership Style, Laissez-faire Leadership Style, Charismatic Leadership Style, Contingency Leadership, Paternalistic Leadership, Transactional Leadership, Coaching Leadership, Pace-setting Leadership And Innovative Leadership Style.

The Administrative Skills Expected Of School Principal When Practice The Above Mentioned Are Likely To Terminate Conflict Issues Among Teachers In Jos South Local Government And Elsewhere Which Guarantees Job Performance By The Teachers In Ensuring The Academic Success Of School Principalship And System In Plateau State And The Country At Large. However, Job Performance Refers To Process And Manner By Which The Employees Perform Their Work While On The Job. In School Environment Where The Teachers Work, It Is Expected That The Principal Watches Out For Teaching Indices Like Time Management, Presentation Of Lesson, Supervision Of Lesson And Classroom Control To Ascertain Teachers Job Performance Or Their Effectiveness. Other Five (5) Qualities Of Performance Are: Consciousness, Interpersonal Skills, Ability To Learn, Integrity And Adaptability. Where Teachers Are Low In Performance Its Mostly Associated With And Could Be As The Result Of Clashes Between Teachers And Principal, Gossip, Lack Of Transparency, Stress, Clash Values, Lack Of Accountability, Poor Selection Or Pairing, Outdated Technology Equipment, Harassment, Poor Performance Management, Lack Of Clarity Roles, Heavy Workload, Poor Qualities Of Teaching, Perceived Discrimination, Poor Condition Of Services, And Welfare Shortages Among Others By The Principals. It's Belief That In School Setting Not Only On Plateau State That When Teachers Are Motivated And Satisfied With Their Job It Goes A Long Way To Motivate Teachers To Bring Out The Best In Them Which Give Out A Great Performance In Students. It Also Believes That Employees Are More Committed And Likely Not To Leave The School Organization And Explore Other Opportunities.

However, It Was Observed That Teachers In Jos South Local Government Seems To Be Demoralized And Demotivated For The Reasons That Cannot Be Easily Noticed Except Research Is Conducted. It Was However Perceived That It Might Not Be Unconnected To Bad Leadership Behavior Such As; Nepotism, Favouritism, Tribalism, Non-involvement Of Teachers In Major Decision Making, Non-reward For Good Did And Sectionalism Among Others.

Therefore, The Above Mentioned It Is Alarming That Principals In Jos South Local Government Area Have A Lot Of Grapple In Ensuring Successful Principalship. It Is The Duty Of The School Principal To Identify And Sustain The Teachers' Interest Through The Initiation Of Appropriate Leadership Style. Since The Teachers Work Under The Leadership Of The Principal, The Principals Have To Provide Those Motivational Devices That Will Influence The Teachers' Attitude To Work.

Statement Of The Problem

As Mentioned In The Above, Principal In Their Task Of Leadership Should See Themselves As: Teacher, Counsellor, Guidance, Mentor, Supervisor Among Others To The Teachers. He/she Should Maintain Fair Play, Justice, And Also Establish Open Door Policy And Communication Network. When These Are Done, The Principal Would Have A Great Support Of His Staff. In A School Where There Is No Bitterness And Rancour Between The Principal And Teachers, There Will Be Proper Integration Of Personal And Corporate Objectives. This Encourages A Harmonious Working Environment, Subsequently Leading To Improve Teaching-learning Output. Consequently, The Students' Performance Will Improve And The Required Manpower Would Have Been Created Through Good Leadership. But Failure To Comply By The Above It Could Lead To The Great Failure Of Educational Aim And Objectives As Spelt In The National Policy On Education (npe).

AimAnd Objectives

The Study Aim Is To Investigate The Influence Of Principal's Leadership Styles On Teachers' Job Performance In Jos South Local Government Area Of Plateau State. Objectives Are To:

1. Examine The Relationship Between Principals' Leadership Style And Teachers' Job Performance
2. Examine How The Principals' Leadership Style Enhances The Students Learning Abilities
3. Investigate The Influence Of Principals' Autocratic Leadership Style Influences Teachers' Job Performance
4. Examine The Influence Of Principals' Democratic Leadership Style On Teacher's Job Performance
5. Find Out The Extent Of Influence Of Principals' Laissa Fair Leadership Style On Teachers' Job Performance.

Research Questions

The Researchers Raised The Following Questions To Guide The Study:

1. What Is The Relationship Between Principals' Leadership Styles And Teachers' Job Performance In Senior Secondary Schools In Jos South Local Government Area Of Plateau State?
2. How Do A Principal's Leadership Styles Influence Teachers' Job Performance?

Hypotheses

The Researchers Formulated The Below Null Hypotheses To Be Tested At 0.05 Level Of Significance

There Is No Significant Relationship Between Principals' Leadership Styles And Teachers' Job Performance In Senior Secondary Schools In Jos South Local Government Area Of Plateau State, Nigeria

There Is No Significant Relationship Between Teachers' Job Performance And Students Who Work Under The Leadership Of Academic Learning Abilities And That Of Its Counterpart.

Method And Procedure

Research Design

The Research Design Adopted For This Study Is The Cross Sectional Survey Design. The Population For This Study Comprised Of Ten (10) Public And Private Schools Each In Jos South Local Government Area Of Plateau State.

Population And Sample

Population

The Population Of This Research Covers The Senior Secondary Schools In Jos South Local Government Area Of Plateau State. The Population Consists Of The Schools' Principals, Teachers, Head Boys And Girls.

Sample

A Sample Of Twenty (20) Schools Was Selected Using Simple Random Sampling And Two Hundreds (200) Respondents Were Also Selected From Each School Comprising Of Ten (10) Respondents Of The Population In The Above

Instruments For Data Collection

The Instrument Used For This Study Is The Structured Questionnaire. Twenty (20) Items Were

Constructed Based On The Research Questions Which Were Validated By Experts In The Department Of Educational Foundations Faculty Of Education University Of Jos. Which They Recommended That The Questions Were Capable Of Capturing The Required Data For The Research.

Data Collection Techniques

Two Hundred (200) Copies Of Questionnaires Were Distributed To The Respondents And One Hundred And Ninety Five (195) Copies Were Field And Returned. While Only Five Copies Were Not Returned.

Findings

Research Question 1:

What Is Principals' Leadership Styles In Jos South Local Government Area?

Table 1: Principal Leadership Style In Secondary Schools In Jos South Lga

Principal's Leadership style	SA	A	D	SD	D	X	SD
Principal involves their teachers and learners in the school management	44	28	70	39	14	3.09	1.30
He /She dictates all the works that is needed to be done and how it should be done	65	47	19	38	26	3.54	1.39
He /She does not seek subordinate opinion before taking any action	68	54	22	35	16	3.63	1.34
He / she adopts a one way communication and information flow in the school	68	55	22	36	14	3.65	1.32
The school's Principal allows absolute freedom of decision making to staff members	63	43	40	34	15	3.54	1.31
The school Problems are solved without his/her much involvement in it	62	44	31	24	34	3.39	1.48
The Principal's decisions always prevails over others' suggestion from member	77	49	22	30	17	3.71	1.35

Criterion Mean: 3.00 Cumulative Mean: 3.51

Table 6 Revealed The Result Of Analysis On What Are The Principal's Leadership Style In Senior Secondary Schools In Jos South Local Government Area. From The Result All The Items Have Mean Scores ($\bar{x}$ =3.09, 3.54, 3.63, 3.65, 3.54, 3.37, And 3.71) Above The Criterion Mean Of 3.00 Indicating That Principals Involve Their Teachers And Learners In Management, He /she Dictates All The Works That Is Needed To Be Done And How It Should Be Done, He /she Does Not Seek Subordinate Opinion Before Taking Any Action, He / She Adopts A One Way Communication And Information Flow In The School, The School's Principal Allows Absolute Freedom Of Decision Making To Staff Members, The School Problems Are Solved Without His/her Much Involvement In

It, The Principal's Decisions Always Prevails Over Others' Suggestion From Members. Since The Cumulative Mean Score Of 3.51 Is Above The Criterion Mean. It Means That All The Under Mentioned Are Principals' Leadership Styles In Senior Secondary Schools In Jos South Local Government Area Of Plateau State.

Research Question 2:

How Can Principal Leadership Affect Teachers' Job Performance

Table 2: Teachers Job Performance In The Study Area

Teachers Job Performance	SA	A	D	SD	UD	X	SD
Teachers participation in the daily running of the school is high	77	50	22	29	17	3.72	1.35
Involving teachers in decision making increase their motivation towards job performance	39	26	60	42	28	3.03	1.32
Students are been taught base on their level of understanding	79	34	22	25	35	3.50	1.55
Teachers only cover syllabus given to them to teach	30	64	48	37	16	3.28	1.18
Teachers are up-doing with their responsibilities given to them by the principal	20	32	83	29	31	2.90	1.17
It helps Teachers punctuality to work	60	67	17	27	24	3.57	1.37
With or without rewards and punishment Teachers perform well in their classes	19	29	42	70	35	2.63	1.22
Students level of understanding is great due to teachers' performance	58	50	38	23	26	3.47	1.38
Teachers ensures discipline among students	32	12	31	72	48	2.53	1.36

Criterion Mean: 3.00 Cumulative Mean: 3.12

The Table 7 Shows The Result Of Analysis On How Senior Secondary School Principals' Leadership Styles Affect Teachers' Job Performance In The Study. From The Result, Items 1, 2,3,4,6 And 9 Have A Mean Scores ($\bar{x}$ =3.72, 3.03, 3.50, 3.28, 3.57, And 3.47) Above The Criterion Mean Score Of 3.00. It Means That The Respondent Agreed To The Statement Which Says Teachers Participation In The Daily Running Of The School Is High, Involving Teachers In Decision Making Increase Their Motivation Towards Better Job Performance, Students Are Been Taught Base On Their Level Of Understanding, Teachers Only Cover Syllabus Given To Them To Teach, It Helps Teachers Punctuality To Work, Students Level Of Understanding Is Great Due To Teachers' Performance.

Also, Items 5, 7, 8, And 10 Have Mean Scores ($\bar{x}$ =2.90, 2.63, 2.59, 2.53) Below The Criterion Mean Of 3.00, Indicating That Respondent Disagreed With The Statements Which Says Teachers Are Up-doing With Their Responsibilities Given To Them By The Principal, With Or Without Rewards And Punishment Teachers Perform Well In Their Classes, Students Level Of Understanding Is Great Due To Teachers' Performance, Teachers Ensures Discipline Among Students.

Since The Cumulative Mean Of 3.12 Is Above The Criterion Mean Of 3.00, It Implies That Principals' Leadership Styles Affects Teachers' Job Performance.

Hypotheses Testing

This Study Postulated Two Hypotheses As Follows:

There Is No Significant Relationship Between Principals' Leadership Styles And Teachers' Job Performance In Senior Secondary Schools In Jos South Lga Of Plateau State.

There Is No Significant Difference Between The Principal Leadership Style And Teachers Job Satisfaction In Senior Secondary Schools In Jos South Lga Of Plateau State.

Table 5: Pearson On Relationship Between Principals' Leadership Style And Teachers' Job Performance

Variable	N	Mean	SD	DF	r	p-value	Decision
Principals leadership style	195	24.56	8.76				
Teachers Job Performance	195	31.22	11.51	193	.930	.000	Significant

Table 5: Pearson R (pmmc) On Relationship Between Principals' Leadership Style And Teachers' Job Performance. The Result Of The Study Revealed A Mean Score Of 24.56 And A Standard Deviation Of 8.76 For Principal Leadership Style, A Mean Score Of 31.22 And A Standard Deviation Of 11.51 For Job Performance. The Result Further Showed That $R(193) = .930$ Which Signified A Strong Positive Relationship Between The Principal's Leadership Style And Teachers' Job Performance. Since The P-value Of .000 Is Less Than 0.05 Level Of Significance, The Null-hypothesis Is Rejected And Alternative Hypotheses Accepted Which Means That There Is A Significant Relationship Between Principals' Leadership Styles And Teachers' Job Performance In Senior Secondary Schools In Jos South Lga Of Plateau State.

There Is No Significant Difference Between The Principal Leadership Style And Teachers' Job Satisfaction In Jos South Lga Of Plateau State.

Table 6: Pearson On Relationship Between Principals' Leadership Style And Teachers' Job Satisfaction

Variable	N	Mean	STD	DF	R	p-value	Decision
Principals leadership style	195	24.56	8.76				
Teachers Job Performance	195	21.97	8.99	193	.740	.000	Significant

Table 6: Pearson R (pmmc) On Relationship Between Principals' Leadership Style And Teachers' Job Performance. The Result Of The Study Revealed A Mean Score Of 24.56 And A Standard Deviation Of 8.76 For Principal Leadership Style, A Mean Score Of 21.97 And A Standard Deviation Of 8.99 For Job Performance. The Result Further Showed That $R(193) = .740$ Which Signified A Strong Positive Relationship Between The Principal's Leadership Style And Teachers' Job Performance. Since The P-value Of .000 Is Less Than 0.05 Level Of Significance, The Null-hypothesis Is Rejected

And Alternative Hypotheses Accepted Which Means That There Is A Significant Relationship Between Principals' Leadership Styles And Teachers' Job Performance In Senior Secondary Schools In Jos South Lga Of Plateau State.

Discussion

The Study Was Designed To Investigate Principals' Leadership Style And Teachers' Job Performance In Senior Secondary School In Jos South Local Government Of Plateau State. Under Four Objectives, Relationship Between Principal's Leadership Style And Teachers Job Performance, Principal's Leadership Styles That Influences Teachers' Job Satisfaction, Dominant Leadership Styles Used By Principals And Suggestion Of Best Leadership Styles Adopt To Enhance Better Teachers Performance.

The Finding Of This Study Shows That Principal's Leadership Style In Jos South Local Government Area Of Plateau State Do Not Involves Teachers And Students In Management And Dictates All Work Done In The School. Teachers Can Take A Larger Role In The Overall Success Of The School When Committed To Being Active Participants In The Management Decision Making Process. One Of The Reasons For Involving Teachers In Management Is A Way To Increase The Productivity And Efficiency Of An Educational Organization. Pashiards (1994) Explains That Increasing Level Of Teacher Participation In Management Of The Overall Decision Making Process Makes School Policy And Management More Responsive To Societal Needs. Further, He Argues That Teachers Can Take A Greater Role In The Overall Success Of The School When They Are Committed To Being Active Participants In The Decision-making Process”.

Another Finding Shows That Principals' Leadership Style Seeks Subordinate Opinions On Certain Things. The Principal's Leadership Adapts One-way Communication And Information Flow Which Is Not In Agreement With Kuloba (2010) That Teacher Performance Is Enhanced By Principal's Communication To His/her Teaching Staff But The Adapting One Way Communication

Does Not Enhance Teachers Job Performance. It Was Strongly Disagreed That Principals' Leadership Styles Allows Problems To Be Solved Without His/her Involvement And Their Pre-determine Decision Supersede All Decision In The Study Area. In The Aspect Of Teachers' Job Performance, Abwalla (2014) Viewed That Performance Of Teachers Are Determined By The Level Of Participation In The Day To Day Running Of The School. Another Finding In The Study Shows Teachers Performed Better When Involve In Decision Making Of The School As Noted By Kuloba (2010) Who Found That Head Teachers' Who Involve Teachers In The School Running Through Committees And Meetings Enhance Teachers Performance. Teachers Who Do Not Teach On The Basis Of Students Understanding And Their Inability To Complete Their Syllabus In The Term Or Section And Perform Task Given To Them By The Principal Is As A Result Principals Fail To Involve

Their Teachers In Decision Making. Teachers Spend More Time On Discipline And Correcting Students, It Was Found That Positive Teacher Morale And Student Achievement In The Initiative Schools Influenced Positive Student's Behaviour Ultimately Reducing Student Discipline Referrals.

The Result Of The Dominance Of Principals' Leadership Style In Jos South Lga In Plateau State Shows That Transactional Leadership Style Was The Most Applicable. The Study Shows A Contrary View With Other Researchers On Principal's Leadership Style.

The Finding Of The Study On Leadership Style That Will Enhance Better Performance Revealed That Liaise-faire Leadership Style Are Those That Keeps Ego Check, Self-management And Takes High Risk, Leadership That Makes Difficult Decision And Share Collective School Consciousness Is Autocratic, Also, Leadership That Has The Ability To Motivate Teachers To Rise To The Occasion Is Democratic. A Transactional Leadership Style Welcomes New Ideas, Adapts And Is Proactive, While Visionary Leader Adopts Democratic Leadership Style. Which Identifies That Transformational Leadership Styles Is The Most Prominent Style That Increases Teachers' Job Satisfaction Despite Its Implementation In Different Types Of School Levels.

Conclusion

The Study On Principal Leadership Styles On Teachers' Job Performance, Shows That Principal Leadership Styles Is The Main Issues In School Learning As Its Impact Both Teachers And Students Academic Performance. Leadership Style Of Any Organization Cannot Be Overemphasized As It Can Influence The Running Of Such Organization Directly Or Indirectly. This Leadership Style Cannot Be Exempted From The Heads Of Schools As Well. The Study Is Based On Principal Leadership Style On Teachers' Job Performance, Principal Leadership Style That Influences Teachers' Job Satisfaction, Dominant Leadership Style And To Suggest The Leadership Style Best Suited For Teachers In Jos South Local Government Area Of Plateau State. Almost All Teachers Work Hard To Improve Their Performance As The Result Of Principal's Leadership Styles. Furthermore, This Will Help In Improving Principal's Leadership Training To Be Aware The Leadership Styles That Will Increases Teacher's Job Performance. In School Context, School Principals Have The Obligation To Do It. In This Regard, School Principals Also Need To Influence As Well As Providing Effective And Efficient Leadership To Control The Performance Of Teachers Since It Is Widely Known That School's Objectives Will Never Be Accomplished If The Resources Were Not Used Effectively And Efficiently. Furthermore, As A Good Principal, One Should Know How To Create Positive Environment In The Institution. The Positive Environment Can Only Be Achieved When Principals Implemented Appropriate Leadership Styles.

Recommendations

Based On The Findings Of The Study, The Following Recommendations Were Made.

There Should Be Improved Relationship Between Principals And Teachers To Improve Teacher's Job Performance.

School Administrators Should Involve Teachers And Even Students In The School Management In Order To Improve Students' Academic Performance.

Considering The Effects And Relationships Between Principals Leadership Style And Teachers Job Performance, Leadership Should Be Particularly Encouraged To Lift Their Job Performance Enormously In Senior Secondary Schools.

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