

**Principal Leadership Styles, Decision-making Skills and Communication Forms as
Determinants of Public Senior Secondary Schools Administrative Effectiveness in Oyo
State**

**Felicia Adekemi OPATUNDE
LCU/PG/001469**

**Being a PhD Post-field Presentation to the Department of Arts & Social Science Education,
Faculty of Education, Lead City University, Ibadan, Oyo State, Nigeria**

**In Partial Fulfillment of the Requirements for the Award of Doctor of Philosophy Degree
(PhD) in Educational Management**

2023

Certification

This is to certify that Felicia Adekemi OPATUNDE, with matriculation number LCU/PG/001469, completed the research project “Principal Leadership Styles, Decision-making Skills and Communication Forms as Determinants of Public Senior Secondary Schools Administrative Effectiveness in Oyo State” in the Department of Arts & Social Science Education, Faculty Education, Lead City University, Ibadan, Nigeria, for the award of Doctor of Philosophy Degree (PhD) in Educational Management.

Professor Afolakemi Oredein
Supervisor

Date

Professor Senimetulleuma
Head of Department

Date

Dedication

This study is dedicated to the Lord God almighty and every girl child who missed a golden opportunity in their teenage years but is not ashamed to correct their errors.

Do Not Copy, Lead City University, Nigeria

Acknowledgement

My profound appreciation to the management of Lead City University, the citadel of knowledge that has accommodated me from 2013 until date, and the wealth of knowledge from the committed lecturers is unquantifiable.

I am deeply indebted to Professor Afolakemi Oredein, the Provost Postgraduate School, Lead City University, and my supervisor, whose dedication to her profession is most contagious in every positive sense. Your contribution to my achievement is huge. The counsel of Prof. Donald Odeleye, Dean, Faculty of Arts and Education, Lead City University, is inspiring. Also, the contribution of Prof. Senimetulleuma, Head, Department of Arts and Social Science Education, Faculty of Arts and Education, Lead City University, is overwhelming. I'm immensely grateful to Professors Philiyas Yara, Babatunde Adeyemi, and Esezwa Ewart. Also, my appreciation goes to

Drs. Toyin Oyedeji, Monilola Oyetade, Ukamaka Akuche, Oluyomi Pitan, Adeyemi Ebo, Christiana Sam-Kayode, Sabina Obi, Olabisi Kilian, Mojirade Ayantunji, Seyi David,

Morakinyo Oloyede, Deborah Ayeni, Yejide Ibikunle and Mr. Beckley Moyosore, Mrs. Chinenye Obadimeji, Mr. Oke Abiodun and others.

Also, I am equally appreciative of the contributions of Prof. Anjola Robins, Dr. Michael Gbadegesin, Mr. Olusegun Jegede, and Mr. Akande. My deepest appreciation goes to my husband, Engr. Anthony Olugbenga, our son-in-law and daughters, Kayode and Oluwanifemi Odeyinde, Emmanuel and Olamide Opatunde, Diji and Boluwatife Oluwalana. My profound gratitude goes to my brothers, Professors (Senator) Olusola and Mojisola Adeyeye,

Engr. Adedeji and Joy Adeyeye and their children, my other siblings and cousins, Mrs. Funmilayo

Nonye-John, my in-laws, Titilola Rush, Mr Bola Jayeola, MrsBimpeOdunaye, MrsMonilolaPopola, OreoluwaShola-Ojo, OnomeAvurakoghene, esteemed residents of Alpha Grace Estate, and other family members. My honor goes to my friend, Mrs. AdenikeShowole, and her family,

Engr. YomiShowole, Wendy, and AdeolaShowole. I'm eternally grateful to Pastor W.F Kumuyi whose teachings opened my life to the need to correct my errors; Pastors GbengaMakinde' BayoIjadunola, LeyeAdeosun and all pastors and members of Deeper Life Bible Church, whose fellowship is quite therapeutic and energizing. I'm very grateful to all postgraduate students in the faculty of arts and education at Lead City University, Ibadan. Above all, I'm eternally grateful to the Lord God almighty, who made my educational journey a great success, such that I'm an inspiration to many.

“Even though the above institution and person have assisted in the process of this research work, I alone stand responsible for the errors, if any is found in the work”.

Abstract

Public secondary school principals in Oyo State, Nigeria, have been criticized for their ineffectiveness, evidenced by low teacher engagement, poor record-keeping, and low academic achievement among students. Poor working conditions, insufficient staffing, inadequate funding, and unfavorable government policies have been identified as the main challenges facing principals in the discharge of their duties. However, little research has been conducted on the influence of leadership styles, decision-making skills, and communication forms on the administrative effectiveness of secondary school principals in Oyo State. This study investigated the influence of these factors on the administrative effectiveness of public senior secondary school principals in Oyo State. The study used a survey research design, and the population included all 14,402 teachers and 629 principals in the 629 public secondary schools in Oyo State. A multi-stage sampling procedure was used to select 4,204 teachers and all principals in the sampled schools. Teachers Questionnaire (TEQ) ($\alpha = 0.951$) and Principal Interview (PI) were used for data collection. Descriptive and inferential statistics were used to answer research questions and test hypotheses at a 0.05 level of significance. The results showed a significant combined influence of leadership styles, decision-making skills, and communication forms on the administrative effectiveness of public secondary school principals in Oyo State ($F(3,3917) = (21723.35)$; (Adj. $R^2 = 0.923$, $p < 0.05$). There was a significant relative influence of these factors on the administrative effectiveness of principals. There were significant differences in communication forms ($t = 2.318$, $p < 0.05$), decision-making skills ($t = 5.048$, $p < 0.05$), and administrative effectiveness ($t = 5.435$, $p < 0.05$) between male and female principals in secondary schools, Oyo State. Public secondary school principals in Oyo State should focus on developing effective leadership styles, decision-making skills, and communication forms to enhance their administrative effectiveness.

Keywords: Principal Leadership Styles, Decision-making Skills, Communication Forms, Administrative Effectiveness

Word Count: 296

Table of Contents

Content	Page
Title Page	i
Certification	ii
Dedication	iii
Acknowledgement	iv
Abstract	vi
Table of Contents	vii
List of Tables	xi
List of Figures	xiv
Chapter One: Introduction	
1.1 Background to the Study	1
1.2 Statement of the Problem	20
1.3 Aim and Objectives of Study	21
1.4 Research Questions	22
1.5 Hypotheses	22
1.6 Significance of the Study	23
1.7 Scope of the Study	25
1.8 Limitation of the Study	26
1.9 Operational Definition of Terms	26
Endnotes	30
Chapter Two: Literature Review	
2.1 Conceptual Review	36
2.1.1 Concept of Administrative Effectiveness	37
2.1.1.1 Planning	40
2.1.1.2 Coordinating	42
2.1.1.3 Supervision	44
2.1.2 Leadership Style	48
2.1.2.1 Autocratic Leadership Style	50
2.1.2.2 Democratic Leadership Style	55

2.1.2.3 Laissez-faire Leadership Style	58
2.1.2.4 Digital Leadership	59
2.1.3 Decision-making Skills	63
2.1.3.1 Problem Solving Skills	64
2.1.3.2 Time Management	70
2.1.3.3 Emotional Intelligence	75
2.1.4 Communication Forms	77
2.2 Theoretical Framework	
2.2.1 Management Theory of Henri Fayol	87
2.2.1 Fiedler's Contingency Theory of Leadership	90
2.3 Review of Empirical Studies	
2.3.1 Leadership Styles and Secondary School Principal Administrative Effectiveness in Oyo State	96
2.3.1.1 Autocratic Leadership and Administrative Effectiveness in Secondary Schools	100
2.3.1.2 Laissez-faire Leadership and Administrative Effectiveness in Secondary Schools	103
2.3.1.3 Democratic Leadership style and Administrative Effectiveness of Secondary Schools	104
2.3.1.4 Digital Leadership and Administrative Effectiveness of Secondary Schools	105
2.3.2 Decision-Making and Secondary School Principal Administrative Effectiveness	107
2.3.2.1 Problem Solving Skills and Principal's Administrative Effectiveness	109
2.3.2.2 Time Management and Secondary School Principal Administrative Effectiveness	111
2.3.2.3 Emotional Intelligence and Secondary School Principal Administrative Effectiveness	114

2.3.3 Communication Forms and Secondary School Principal’s Administrative Effectiveness	118
2.3.3.1 Oral Communication Forms and Secondary School Principal Administrative Effectiveness	121
2.3.3.2 Non-Verbal Communication Forms and Secondary School Principal Administrative Effectiveness	124
2.3.4 Principals’ Administrative Forms for School Effectiveness in Secondary Schools	128
2.3.5 Principal Leadership Qualities and Administrative Effectiveness	134
2.4 Conceptual Model	139
2.5 Summary of Reviewed Literature	140
Endnotes	143
Chapter Three: Methodology	
3.1 Research Design	166
3.2 Population of the Study	166
3.3 Sample and Sampling Techniques	170
3.4 Instrument for Data Collection	174
3.5 Validity of Research Instruments	176
3.6 Reliability of Research Instrument	176
3.7 Administration of Research Instruments	176
3.8 Method of Data Analysis	177
Endnote	178
Chapter Four: Results and Discussion of Findings	
4.1 Demographic Information of the Respondents	179
4.2 Answers to Research Questions	191
4.3 Testing of Hypotheses	214
4.4 Analysis of Qualitative Findings	227
4.5 Discussion of Findings	244
Endnotes	254

Chapter Five: Conclusion	
5.1 Summary of Findings	255
5.2 Conclusion	257
5.3 Recommendations	257
5.4 Contribution to Knowledge	259
5.5 Suggestion for Further Studies	260
Bibliography	261
Appendixes	288
Bio-data	311
The University Compliance Certification	314

Do Not Copy, Lead City University, Nigeria

List of Tables

Table	Title	Page
3.1	Target Population for the Study	167
3.2a	Oyo Central Senatorial District	168
3.2b	Oyo South Senatorial District	169
3.2c	Oyo North Senatorial District	170
3.3a	Oyo Central Senatorial District Sample Size	172
3.3b	Oyo South Senatorial District Sample Size	173
3.3c	Oyo North Senatorial District Sample Size	174
4.1	Gender	179
4.2	Senatorial Districts of Respondents	180
4.3	Age Range of Respondents	182
4.4	Years of Teaching Experience	183
4.5	Years of Teaching in the Present School	185
4.6	Highest Educational Qualification	188
4.7	Marital Status (Teacher Respondents)	190
4.8a	Level of Administrative Effectiveness (Planning) among Public Secondary School Principals in Oyo State	192
4.8b	Level of Administrative Effectiveness (Coordinating) among Public Secondary School Principals in Oyo State	193
4.8c	Level of Administrative Effectiveness (Supervision) among Public Secondary School Principals in Oyo State	194
4.9a:	Autocratic Leadership Styles among the Public Secondary School Principals in Oyo State	201
4.9b:	Democratic Leadership Styles among the Public Secondary School Principals in Oyo State	202

4.9c: Laissez-Faire Leadership Styles among the Public Secondary School Principals in Oyo State	203
4.9d: Digital Leadership Styles among the Public Secondary School Principals in Oyo State	204
4.9e: The Most Prevalent Leadership Styles (Autocratic, Democratic, Laissez-Faire, and Digital) among Public Secondary School Principals in Oyo State	205
4.10a: Level of Decision-making Skills (Problem-Solving) among Public Secondary School Principals in Oyo State	207
4.10b: Level of Decision-making Skills (Time Management) among Public Secondary School Principals in Oyo State	208
4.10c: Level of Decision-making Skills (Emotional Intelligence) among Public Secondary School Principals in Oyo State	209
4.11a: Non-oral Communication	211
4.11b: Oral Communication	212
4.12. Summary of Regression Model Showing Combined Influence of Leadership Styles(Autocratic, Democratic, Laissez-Faire, and Digital), Decision-making Skills (Problem Solving Skills, Time Management Skills, and Emotional Intelligence) and Communication Forms (Oral and Non-oral) on Administrative Effectiveness of Public Secondary Schools Principals in Oyo State	215
4.13 Summary of Relative Influence of Leadership Styles (Autocratic, Democratic, Laissez-Faire, and Digital), Decision-making Skills (Problem Solving Skills, Time Management Skills, and Emotional Intelligence) and Communication Forms (Oral and Non-oral) on Administrative Effectiveness of Public Secondary Schools Principals in Public Secondary Schools in Oyo State.	218
4.14 Summary of t-test Showing Gender Difference in the Communication Forms (Oral and Non-Oral) used by Public Secondary School Principals in Oyo State	223

4.15	Summary of t-test Showing Gender Difference in Decision-making Skills (Problem Solving Skills, Time Management Skills, and Emotional Intelligence) Adopted by Public Secondary School Principals' in Oyo State	225
4.16	Summary of t-test Showing Gender Difference in Administrative Effectiveness (Planning, Coordinating and Supervision) of Secondary School Principals in Oyo State	226

Do Not Copy, Lead City University, Nigeria

List of Figures

Figure	Title	Page
1:	Conceptual Model	139
2.	Bar Chart Representing Gender	299
3.	Bar Chart Representing Senatorial Districts	300
4.	Bar Chart Representing Age Range	301
5.	Bar Chart Representing Years of Teaching Experience	302
6.	Bar Chart Representing Years of Teaching in the Present School	303
7.	Bar Chart Representing Highest Educational Qualification	304
8.	Bar Chart Representing Marital Status	305
9.	The Most Prevalent Leadership Styles (Autocratic, Democratic, Laissez-Faire, and Digital) among Public Secondary School Principals in Oyo State	306
10.	Level of Decision-making Skills (Problem-solving, Time Management, Emotional Intelligence) among Public Secondary School Principals in Oyo State	307
11.	Prominent Communication Form used by Public Secondary School Principals in Oyo State (Oral and Non-oral)	308
12:	Oral Communication	309
13.	Prominent Communication Form used by Public Secondary School Principals in Oyo State (Oral and Non-oral)	310