

**Principals' Personality Traits and Managerial Competence as Predictors of Teachers'
Attitude Towards Teaching in Public Secondary Schools, Oyo State**

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Certification

This is to certify that **John Abisoye ADISA - OKE** with the matriculation number **LCU/PG/001179** carried out this research work titled **Principals' Personality Traits and Managerial Competence as Predictors of Teachers' Attitude Towards Teaching in Public Secondary Schools, Oyo State Public Secondary Schools'** in the Department of Arts and Social Science Education, Faculty of Arts and Education, Lead City University, Ibadan, Nigeria for the award of Doctor of Philosophy Degree (PhD) Degree in Educational Management and this has not been previously submitted elsewhere.

Associate Professor Senimetu Ileuma
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Date

Dedication

This project work is dedicated to Almighty God for His protection and guidance over my life. It is also dedicated to all those who have contributed to the success of this work.

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Acknowledgement

The researcher is indebted to the Lead City University, Ibadan, Oyo State Librarian that gave me the access to information used in this research work.

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I give glory and praise to my creator who gave me the strength and wisdom for making it possible to accomplish my life dream. I would like to appreciate my wife and my children for their support.

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

Abstract

This study examined principals' personality trait and managerial competence as predictors of teachers' attitude towards teaching in public secondary schools in Oyo state. The study used seven objectives consisting of three research questions and four hypotheses. Descriptive research design was adopted. Population consisted of all public secondary school principals (625) and teachers (14,508). Sample consisted of 119 principals and 1,923 teachers. Two self designed/adapted questionnaires titled "Principals' Personality Trait, Managerial Competence and Teachers' Attitude towards Teaching Questionnaire (PPTMCTATQ)" ($\alpha = 0.882$) and "Principals' Personality Trait Questionnaire (PPTQ)" ($r = 0.801$) were administered. Data were analyzed using descriptive and inferential statistics. Findings showed that principals in Oyo state public senior secondary schools are not agreeable ($\bar{x} = 2.396$), conscientious ($\bar{x} = 2.497$), extraverted ($\bar{x} = 2.470$) and neurotic ($\bar{x} = 2.312$) but are open ($\bar{x} = 2.539$) in their personality traits. They also have low level of conceptual ($\bar{x} = 2.497$) and technical ($\bar{x} = 2.505$) competence but moderate level of interpersonal managerial competence ($\bar{x} = 2.485$). The teachers have positive (good) cognitive ($\bar{x} = 2.619$) but negative (bad) affective ($\bar{x} = 2.233$) and behavioural ($\bar{x} = 2.465$) attitudes towards teaching in the state. Findings further showed significant combine influence of principals' personality traits and managerial competence on teachers' attitude towards teaching ($F_{6, 1916} = 3.972$; $P < 0.05$). It also showed that predictors such as agreeableness ($\beta = .129$; $t = 2.791$), conscientiousness ($\beta = .132$; $t = 2.812$), conceptual competence ($\beta = .126$; $t = 2.596$), interpersonal competence ($\beta = .078$; $t = 2.397$) and technical competence ($\beta = .099$; $t = 2.057$) had significant relative influence on teachers' attitude towards teaching. There was a significant gender difference in teachers' attitude towards teaching ($t = 3.103$, $P < .05$). There was a significant difference in the responses of principals and teachers to personality traits of principals in Oyo State public secondary schools. It was recommended that training for principals should be held periodically in order to improve their managerial competence and personality trait so as to positively influence teachers' attitude toward teaching.

Keywords: Principals' Personality trait, Managerial competence, Teachers' Attitude

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