INFLUENCE OF HEADTEACHERS’ LEADERSHIP STYLES ON
STUDENTS PERFORMANCE IN KENYA CERTIFICATE OF
SECONDARY EDUCATION IN NANDI SOUTH DISTRICT,
KENYA

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ABSTRACT

The purpose of this study was to investigate the effects of head teachers’ leadership styles on KCSE performance in public secondary schools in Nandi South district. The study was guided by the following objectives: to establish the effect of headteachers autocratic leadership style on student’s performance in KCSE examinations in Nandi South District in Kenya, to examine the influence of headteachers democratic style in students performance in KCSE and to establish the effect of Laissez – faire leadership style on students’ performance in KCSE in Nandi South District.

The study was based on McGregor Theory X and theory Y which was put forward by McGregor (1960) to describe how managers view their subordinates. The study used descriptive survey design. Target population in this study consisted of 35 principals and 420 teachers. Simple random sampling was employed to select 20 schools from the 35 secondary schools in Nandi South District to participate in the study. The study sample comprised of 20 head teachers and 80 teachers’ from 20 secondary schools. The study used a questionnaire for data collection. To validate expert judgment was needed, as such the researcher sought assistance of the supervisor and other university lecturers who were experts in research who helped improve validity of the instruments. The test re-test technique of reliability was used to assess the reliability of the research instruments. The reliability of this study was 0.80 which was accepted as reliable.
Descriptive statistics was used to analyze the quantitative data obtained. The summary of the findings showed that the headteachers rated themselves as autocratic and democratic while teachers rated them as both autocratic and democratic, less laissez faire. This shows that if there is cooperation between the headteachers and the rest of the school community, then production can either be low or high in KCSE performance. This study concluded that the headteachers in Nandi South District are both autocratic and democratic managers to the large extent but less laissez faire. This is from their own rating and ratings by the teachers. Performance in KCSE examinations indirectly depends on the leadership styles of the headteachers.

The following were the recommendation of the study since most headteachers leadership styles were autocratic and democratic as rated by themselves; teachers and the students’, performance in KCSE were average. The headteachers should involve the TSC to provide qualified staff. There should also be more parental involvement in their children’s performance. The headteachers in Nandi South district should organize forums with students to enable the students express their views on various areas in the institutions. The following are suggestions for further research; there is need to carry out another research covering a larger area such as a province or the whole country in order to enable wide generalization of the findings and future research should be wider to include other possible
causes of poor performance such as the school organizational climate and teachers’ motivation in relation to performance.