



GSJ: Volume 9, Issue 10, October 2021, Online: ISSN 2320-9186

www.globalscientificjournal.com

A critiqued Article Entitled: “The Principals’ Leadership Style and Staff Job Performance in Selected Secondary Schools in Emohua Local Government Area of River State, Nigeria”

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Abstract

The present paper offers a critical review of the article published under the title of “Principals’ Leadership Style and Staff Job Performance in Selected Secondary Schools in Emohua Local Government Area of Rivers State, Nigeria”. The reviewed article aimed at examining the schools leadership styles of the Selected Secondary Schools. Mixed research design was employed to meet its objective. Questionnaire, interview and document review were employed as instruments of data collection. Hence, the reviewer followed theoretical, epistemological and methodological approaches for mixed research; to critically appraise the article. Accordingly, though the article was written in line with quantitative and qualitative research approach, it had some limitations that lessen its empirical power.

Key words: principals, leadership style, leadership, staff, job performance

Introduction

There is a broadly accepted persuasion that effective leaders can bring changes in the organizations they lead. Leadership is characterized as the behavioral process of manipulating the actions of individuals and groups toward specific goals and their achievement (Northouse, 2010). Successful school leaders have a direct impact on student performance in many ways, including their effect on other persons in their organizations, which has a significant impact on student learning (Townsend, 1994; Haughey and MacEiwain, 1992). Hence, leadership is related to the person who is appointed by the organization or owner to follow up the whole or sub activities of the organization.

However, there is deviation among scholars about what makes leadership effective. Early studies categorized leadership style according to the leaders power and behavior as autocratic, democratic, and laissez-fair, where style are distinguished by the influence leaders have on subordinates (Mullins, 2003). In the late 1960s, leadership models categorized leadership style has emerged that shifted emphasis from traditional models of leadership to transformational leadership. Since the first quarter of the twentieth century, a number of leadership concepts, models, approaches, and variables have been proposed and tested to clarify what makes a leader effective and how a leader influences an organization's performance (Hoy and Miskel, 2008). Wilson (2017), the author of the present critiquing article was also made a good endeavor in examining the Principals' Leadership Style and Staff Job Performance in Selected Secondary Schools. He argued that the principals should adopt the needed leadership style in their school to enhance staff job performance, that the various leadership challenge faced by the principals should be addressed accordingly by the government.

Here under, the reviewer tried to look at the problem and its conceptualization, the research approach based on theoretical lenses, sample techniques, data sources and tools, data analysis and major findings and forwards concluding remarks.

Problem and Conceptualization

The article published under the title of "The Principals' Leadership Style and Staff Job Performance in Selected Secondary Schools in Emohua Local Government Area of Rivers State, Nigeria". It is clear and concisely stated as a mixed research title. In the introduction of the study, the researcher tried to indicate the research that seeks to address indirectly, historical context of the issue under study slightly, the importance of secondary schools, the significance of rules and regulations for the education and development of the learners and staff of schools. The researcher also tried to show the anchors of Nigerian education policy and the importance of educational leadership in line with improving the capacity of secondary school staff performance. He also attempted to describe the main concepts of operational variables (Leadership, Leadership styles and Performance). Moreover, he tried to link the issue with effective leadership styles. The paper also showed clear theoretical frame work (path-goal-theory); defined leadership styles and identified the scope of the study area.

The article has clearly written study objective, and research questions. Therefore, the main purpose of the study is to establish the relationship between the principals' leadership style and staff job performance in secondary schools in Emohua Local Government Area of Rivers State.

Framing a flawless research question is completely important. From this perspective, Flick (2009) described that reflecting on and reformulating the research question are essential points of reference for assessing the suitability of the decisions about the methods of collecting data, to conceptualize interview schedules and interpretation. On the other hand, the less clearly the researcher formulates the research question, the greater is the danger that he will find himself in the end challenged with mountains of data powerlessly trying to analyze them (Flick, 2009).

Conversely, the researcher has failed to show readers about the research problem in detail. Besides, very limited local and international empirical perspectives regarding the issue were referred to show the triggering factors of conducting the study. Above all, the researcher hardly explained the gap he wanted to fill on the problem identified. Moreover, the researcher failed in convincing the readers about the importance of the problem studied and the triggering gap in existing knowledge of the problem and supporting empirical evidences. In this regard, Flick (2009) argued that any research which is only replicating present research, or which does not have the quality to bring new knowledge to the current knowledge, can be seen as unprincipled.

Methodological Approaches

Though the researcher has not explicitly defined the research approach, one can guess from reading the article that the researcher employed was a mixed approach. Both quantitative and qualitative approaches were used to critically assess challenges through the use of questionnaire and by conducting structured interview. Moreover, the researcher employed a descriptive survey design. In descriptive research, the essential focus is to describe specific views or opinions and to examine the relationships and variations in the relevant variables by studying a large sample of the population Lee and Ling, (2008). According to Creswell (2003), descriptive study design allows a researcher to gather information, summarize, present data and interpret it for the purpose of clarification. The research design is a plan with a complete scheme or programme of the research. Concerning to this, Kerlinger (1986) cited in Kumar (2011) a research design is a plan, structure and strategy of investigation so conceived as to obtain answers to research questions or problems. In this case, the reviewer agreed up on the researcher's design selection.

Sample Techniques, Data Sources and Tools

The study was conducted on “principals’ leadership style and staff job performance in secondary schools in Emohua Local Government Area of Rivers State in Nigeria”. The population of the study was drawn from the principals, teaching and non-teaching staff of all the secondary schools in Emohua Local Government Area of the state. The samples were selected from the secondary schools in Emohua Local Government Area. The sampling technique that the researcher used was stratified random sampling and 210 participants were selected. The researcher also showed that interview was made from some principals and staff members. However, the researcher hardly explained, how many secondary schools are there? And how many total populations are there? And sample size determination technique was not declared. Moreover, the researcher failed to show how the interviewees were selected. In this regard, it might be clear for the readers if the researcher used Yamane’s formula (1967), in order to determine the sample size of the population. In addition, the reviewer feels that purposive sampling technique is convenient for the interview and focus group discussion under the study. In order to obtain accurate and reliable data for the study, purposive non probability sampling technique on which sample respondents selected based on judgment.

Concerning to instruments of data collection, the study used questionnaires, interview, and document review. In this case, instruments of data collection are in line with the research design. The study is also appreciated in its deployment of multiple instruments that assists to capture the diverse perspectives of the study participants. In order to ensure validity and reliability of the study, the researcher was tried to triangulate questionnaires and interview with evidences of official documents. On the other hand, the researcher failed short indicating the reliability and validity of the questionnaires employed for the readers.

Data analysis and presentation

Data analysis includes assembling and organizing raw data so that useful evidence can be mined from it (Saunders, Lewis & Thornbill, 2009). In the article critiqued, the researcher employed a descriptive statistics with tabular frequency to interpret the quantitative data and content analysis for qualitative data analysis. Frequency and percentage were used for the analysis purpose in this article. However, the reviewer feels that deployment of inferential statistics with SPSS software is more accurate and decreases tiredness. Moreover, the reviewer feels that inferential statistics is more stronger in order to allow the researcher to facilitate the identification of important patterns, to identify the possible associations among variables, to evaluate the extent of the

effect of leadership style on organizational performance than descriptive statistics. The researcher also said nothing about ethical issues; this problem might be lessened if the research proposal had been reviewed and approved by ethics committees or institutional review board for ethical soundness.

Data Analysis and Major Findings

Following the data gathering process, the researcher was coded and categorized the raw data. The researcher presented empirical findings and results using the techniques indicated. The analysis was made in line with the coded formed. Beside, qualitative data; interview and document analysis were organized and described in to meaningful information. This feels the reviewer appreciating the researcher.

Accordingly, three research questions were drawn from the raw data: question about commonly used principals' leadership style, question about the effects of the principals' leadership style on staff job performance, and question about leadership challenges facing the Principals in the discharge of their leadership functions. Hence, based on the analysis conducted, interpretations of data were also undertaken well.

Finally, in line with the findings obtained, conclusions were drawn. Therefore, the reviewer admired the article regarding the way the data were analyzed how it is concluded; which is short and precise. The study, therefore, noted that different principals adopt different leadership style at different secondary schools, and each leadership style has effect on the staff job performance in such school. Moreover, the findings showed that the principals faced with some leadership challenges in administering the school, and such challenges affect principals' administrative capacity, staff job performance, and achievement of the school goals. The study also recommended that the principals should adopt the needed leadership style in their school to enhance staff job performance, that the various leadership challenge faced by the principals should be addressed accordingly by the government, and that both the principal and government should adopt the recommendations of this study to ensure a better leadership style and adequate staff job performance in the schools. On the other hand, the researcher didn't show major findings of the research outcome. Moreover, though it was the general recommendation, the reviewer feels that the researcher declared more than enough and redundant recommendations.

To sum up, the study findings are flawless and based on the data presented. Albeit the above merits, the reviewer supposed that the research has some limitations. At the outset, the

researcher was stated nothing the research discussion. The researcher has been expected to discuss and elaborate the findings with empirical researches. Besides, the study did not state the limitations of the research if any implications for forthcoming studies.

Concluding Remarks

The purpose of the study gives the impression examining the principals' leadership style and staff performance in secondary school. It is a good attempt that since the study was investigated the leadership practices and styles of secondary schools. Thus, the study tried to link the principals' leadership styles with staff performances. It employed a mixed approach research, descriptive survey design and stratified simple random sampling techniques. Multiple data collection tools such as interview, questionnaire and document review were used. Thus, this assisted the study to verify its findings and capture the diverse respondents' views. In this regard, the data collection procedure was not bad. Though it has some drawbacks, the data analysis was also acceptable and the conclusions were drawn in line with the data presented.

Despite of the above strengths, the study has shortcomings. For instance, the article missed indicating key words; fewer empirical studies were accessed and the researcher hardly shows the gap his study desired to fill; he barely elucidated the problem of the statement. The researcher did not clarify the total number of population. Above all, the researcher said nothing about the research discussion and ethical considerations. In general, he had not inspected the limitations and implications of the study. Therefore, these shortcomings meaningfully limit the empirical power of the article.

Conflict of Interests: The author did not declare about the potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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