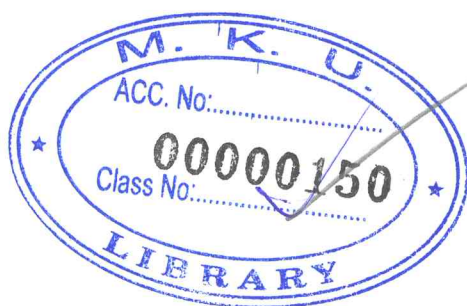


**LEADERSHIP STYLES OF SECONDARY SCHOOL PRINCIPALS ON
SERVICE DELIVERY OF TEACHERS: A CASE STUDY OF PUBLIC SECONDARY
SCHOOLS IN KANDARA DISTRICT**

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ABSTRACT

This study was intended to investigate the leadership styles of used by Principals and their influence on service delivery of teachers in Kandara District. The specific objectives of the study were to; establish the style of leadership commonly used by the school Principals in secondary schools in Kandara District, to find out if there is a gender bias in the choice of leadership styles used by Principals in secondary schools in Kandara District and to investigate the effects of the styles of leadership used by the Principals on service delivery. The study used descriptive research design approach. The target population for the study was 49 public secondary schools in Kandara district with a total number of 594 members including 49 principals, 545 teachers (DEO office Kandara district, 2012). The sample size of the study was 15 schools (30%) from which each school, the principal, 5 female teachers and 5 male teachers were studied giving a total of 165 respondents. The study used a research questionnaire as the only data collection tool. The study used both the qualitative research method. The data from the questionnaire was analyzed by use of descriptive statistics correlation analysis using Statistics Package for Social Sciences (SPSS). The study concludes that there are various types of leadership styles practiced in the schools each measured with relation to the leader's characteristics, behaviour and relationship with the teachers. The study concludes that the principal and the teachers define educational goals and objective, the principal delegates some of the instructional leadership tasks to the staff members. On gender, the study concludes that there was no gender bias in the choice of leadership style applied by either gender. However it was noted that gender balance was there, an indication that gender factor is incorporated in the management of the schools. On service delivery the study concludes that leadership is a central thing in gearing towards effective delivery of services in learning institutions. This study concludes that school principal set goals and objectives towards service delivery, the principal checks the work of the staff to evaluate their performance, staff problems and concerns are listened to without criticism or judgment, staffs are free to ask questions and discuss important concerns of the school, motivation serve the desired purpose and that staff are praised for work well done respectively. The study recommends that the school principals should adopt more characteristics geared towards effective management that would enhance employee productivity in the institutions. Transformational leadership style was found to yield the best results. It was also noted to be the most commonly used style. However the study concluded that the principals use many other leadership styles which were not subjected to the study. On gender, the study recommends that the school managers, principals and teachers continue with the motive of valuing gender and factoring it in as much as possible in all areas of work. According to the results on service delivery, this study recommends that school leaders embrace the fact that without adoption of good leadership styles in the school, effective service delivery would not be possible. One should avoid characteristics or activities that derive poor leadership styles in their learning institutions, for example, dictatorship.