

**PRINCIPALS' LEADERSHIP STYLE AND INSTRUCTIONAL
VARIABLES AFFECTING THE PERFORMANCE OF HIGH
SCHOOLS AT HAI PHONG CITY, VIETNAM**

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the Faculty of the Graduate School
Southern Luzon State University, Lucban, Quezon, Philippines
in Collaboration with
Thai Nguyen University, Socialist Republic of Viet Nam

In Partial Fulfillment of the
Requirements for the Degree
Doctor of Philosophy
in Educational Management

By

NGUYEN KIM PHA (Henry)

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The Dissertation of

NGUYEN KIM PHA (Henry)

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has been approved by the Committee

Member

Member

Chairman

DR. TERESITA V. DE LA CRUZ

Adviser

DR. APOLONIA A. ESPINOSA

Dean, Graduate School

Accepted in partial fulfillment of the requirements for the degree
Doctor of Philosophy in Educational Management

WALBERTO MACARANAN, Ed. D

Vice President, Academic Affairs

Date

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DEDICATION

This research is whole-heartedly dedicated to my family and to all my relatives, my colleagues and friends, and to all classmates, all headmasters and teachers of high schools of HaiPhong for giving the researcher the non-stop guidance and sources of everything.

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ABSTRACT

Title of Research	:PRINCIPALS' LEADERSHIP STYLES AND INSTRUCTIONAL VARIABLES AFFECTING THE PERFORMANCE OF HIGH SCHOOLS AT HAI PHONG CITY, VIETNAM
Researcher	:NGUYEN KIM PHA (Henry)
Degree Conferred	:Doctor of Philosophy in Educational Management
Name/ Address of Institution	:Southern Luzon State University Lucban, Quezon
Adviser	:DR. TERESITA V. DE LA CRUZ
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This study sought to determine the principals' leadership styles and instructional variables affecting the performance of high schools and with an end view of developing a strategic action plan at Hai Phong City, Vietnam, for school year 2012-2013. The descriptive method of research was employed to 896 respondents drawn from 14 high schools in the city. The instrument used for the types of leadership styles was adapted from the questionnaire of Clark (2002), and instructional variables from that of Mentilla (2011). It was found out that the leadership styles of the respondent principals are authoritative with 3.34 AWM (sometimes carried out); democratic (3.81, oftentimes carried out); and delegative (3.52, oftentimes carried out). The instructional variables that may affect high schools' performance are self-regulated learners with 2.93 AWM (agree); teacher characteristics (2.74, agree); classroom climate (2.76, agree); technology and learning (2.35, disagree), and motivation in diversity (2.60, agree). With an average of 66.4, there are nine high schools above the average and five (5) below average level of performance where the highest mean is obtained by Ngo Quyen High School with 94.8 and is consistently leading while the least is Phan Dang Luu High School with 36.3. Motivation in diversity can predict school performance up to 1% while the