

Factors Influencing Performance of Teachers in Managerial Positions in Public Secondary Schools in Meru County, Kenya

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Abstract

The importance of training and development of teachers cannot be neglected for it enhances productivity and efficiency in management of secondary school's institutions through value additions to performances. The education policy makers need to embrace the training and development needs of the teachers with the seriousness it deserves as exposure, training and experience is a comprehensive system approach that works horizontally across an organization involving all departments and employees and extending backwards and forward to include all the stakeholders. The main purpose of this study was to establish the determinants of managerial performance of teachers in public Secondary Schools in Kenya with a case study of Public secondary schools in Meru County. Descriptive survey was adopted to study a target population of 624 respondents. The study sampled 136 respondents using proportionate stratified random sampling technique. Questionnaires were used as the data collection instrument. The data was then analysed through descriptive statistics and regression analysis was used to obtain a measure of degree of correlation that exists between the study variables. The data was presented using frequency tables. The findings revealed that the school gives teachers a chance to be leaders through weekly duties at the school, that respondents were allowed to instigate major actions in decision making and that the management of the school have put in place feedback systems that handle effectively queries and challenges. The study shows that the school management share power with followers rather than exercise power over followers, that the school management are value driven and committed to the creation of learning communities, that the school administration create organisational conditions in which employees can develop their own leadership capabilities and that whenever they deliver quality services are appraised and given a commendation letter to that effect. The study assessed the role of management training and empowerment and concluded that they positively and significantly influence performance of teachers in public secondary schools in Meru County. The study identified the effect of leadership traits and concluded that it positively and significantly affects performance of teachers in public secondary schools in Meru County. The study further established the effects of empowerment and concluded that it affects managerial performance of teachers in Public secondary schools in Meru County positively. The study identified the effect of leadership traits and concluded that it positively and significantly affects performance of teachers in public secondary schools in Meru County. The study further established the effects of empowerment and concluded that it affects managerial performance of teachers in Public secondary schools in Meru County positively. The study recommends that the principals should enrol for leadership training to upgrade their leadership skills and avoid leading the schools on trial and error basis. The study recommends that the government through the ministry of education should conduct regular evaluation on how principals' leadership role in school management. This will help in identifying the emerging leadership needs and appropriate measures will be implemented. The study recommends that the government through the ministry of education should conduct regular leadership training for the head teachers.

Key Words: performance, teachers, managerial positions, public secondary schools, Meru County, Kenya

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