

**MANAGEMENT STRATEGIES OF HUMAN RESOURCE THAT  
ENHANCE STUDENT'S ACADEMIC PERFORMANCE IN SECONDARY  
SCHOOLS IN MSAMBWENI DISTRICT, KWALE COUNTY, KENYA**

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## ABSTRACT

Despite the heavy investment that the government of Kenya (GoK) has put in secondary schools, the coordination of human resources to enhance students' academic performance remains questionable. The contribution of effective human resources management practices and student's academic performance has not been well investigated and documented. The purpose of this study was to analyze strategies for effective management of human resources for enhanced students' performance in secondary schools in Msambweni district. The study had three objectives namely-to analyze the management skills used by head teachers in managing human resource in their school, to determine the leadership skills used by head teachers in managing the human resource; to find out the view of teachers regarding effective ways of managing students and staff for enhanced academic performance. The study adopted descriptive survey research design. The target population comprised 12 head teachers, 72 Heads of Department and 144 teachers from Msambweni district Kwale county. The sample was drawn from the target population using mixed sampling techniques, which included: stratified, purposive and simple random methods. A sample size of 71 subjects was used in the study. The research instruments that were used in the study were; questionnaires and interview schedules. The data was collected using interview designed for the head teachers, questionnaires designed for heads of department and teachers and document analysis. A pre-testing of the instruments was done in two schools that were part of the target population but not part of the sample. Test-retest technique of measuring reliability was used to determine the reliability of the data collecting instruments. Descriptive statistics using frequency counts, percentages, modes and means was used to analyze the data which is presented using tables, graphs and pie charts. Statistical Package for Social Sciences (SPSS) technique version 17.0 for windows and use of descriptive statistics was used to analyze quantitative data. It was found that the school managers use a team management framework in their management. They also involve the other staff in decision making process; an aspect of democratic leadership. On the view of teachers, it was found out that the managers have a poor mode of communication that is a top bottom communication. It is, therefore, concluded that, in terms of human resource management, communication is the major factor contributing to the poor performance in the district. It is hence recommended that the managers should facilitate training of the staff for their development; the head teachers should use diverse modes of communication to enhance understanding of expectation, roles, mission and vision of the school. A further research should be done on the impact of in service courses on management skills of school managers.