

**AN ASSESSMENT OF HEADTEACHERS' MANAGEMENT STRATEGIES  
AND PERFORMANCE OF STUDENTS IN SECONDARY SCHOOLS IN  
MOUNT ELGON DISTRICT, KENYA**

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## **ABSTRACT**

The head teacher's main role is to promote academic performance. This role can only be executed with the required management strategies hence the need for head teachers to have sound management strategies that ensure a good leadership model. The purpose of the study was to investigate headteachers management strategies and impact on student performance in Mount Elgon District Secondary schools. The study was guided by the McGregor Theory X and Y. The study population comprised of 72 head teachers and 1,280 teachers serving 72 secondary schools within the district. The sample size for the study comprised of 6 high performing schools (HPS), 6 average performing schools (APS) and 13 low performing schools (LPS), 25 head teachers were selected to form the sample size together with seven teachers from each school who were randomly sampled. Data was collected through the use of questionnaires and interview guide. Data collected was analyzed using descriptive statistics for quantitative data and content analysis for qualitative data. The findings of the study showed that head teacher management strategies influence performance of students in KCSE examinations. The performance of students in KCSE examinations has been below average for the past five years. The head teachers were found to use bureaucratic and autocracy management style in their schools and this prevented participation of teachers and stakeholders in management of schools, thus affecting negatively the performance of students' schools. The results of the study also showed that supervision and teachers appraisal was not conducted regularly in schools and this has influenced performance. The study established that inadequate number of teachers, low fees payments by students and inadequate teaching and learning facilities influenced management styles and this thereafter impacted on performance of students in KCSE. The study recommends that head teacher should adopt democratic and participative management style to accommodate all stakeholders in decision making, teachers and head teacher to go for in – service training courses and teachers to be appraised on the merit based on students' performance. All these strategies are deemed to improve performance of students in national examinations.