

**OPERATIONAL MANAGEMENT AND STUDENTS ACADEMIC ACHIEVEMENT IN
PUBLIC SECONDARY SCHOOLS, A CASE STUDY OF GATUNDU NORTH SUB
COUNTY KIAMBU COUNTY**

Dorothy Mwinzi

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ABSTRACT

The purpose of this study was to investigate the effect of management by educational personnel, management of instructional materials, management of educational facilities and management of finances on the performance of secondary school students in Gatundu North District.

The researcher used a cross-sectional survey design, which employed quantitative and qualitative approaches. Out of the 13 schools, the researcher selected four secondary schools; which were government aided, one purely girls, the rest mixed. The target sample for students and teachers was 152 but 149 questionnaire were received and key informants were 10 out the 16 targeted. Percentages were used to test the effect of management by educational personnel, instructional materials, and facilities on performance of secondary school students.

The research found out that management by educational personnel accounted for 6.2% change in students' academic performance in Gatundu North District. Management of instructional materials accounts for 6.6% change in students' academic performance in Gatundu North District. Management of educational facilities accounts for 5.3% change in students' academic performance in Gatundu North District.

The research concluded that head teachers need to be adequately trained in their managerial roles so as to regularly supervise their teachers and other school activities. Among others, they should plan for staff development, staff houses, means of transport because most teachers are diploma holders, who commute from their homes far from school which is negatively affecting students' academic performance. There is no reading culture and research by both teachers and students since they are inadequately exposed to the use of instructional materials, consequently affecting academic performance of most schools in Gatundu negatively. There is a significant positive relationship between management of educational facilities and students' academic performance. Lack of laboratory and library facilities in one case and lack of electricity and running (taped) water in most schools cannot provide students conducive environment for studying. Most head teachers do not raise enough finances to adequately cater for all running and development costs. Meager funds are used for administrative purposes other than for purchasing laboratory equipments, chemicals, instructional materials and paying teachers' salaries and allowances. That is why teachers are reluctant to teach. The research recommended that head teachers should be adequately trained by the Ministry of Education and Sports to enhance their managerial roles more effectively. Teachers and students should be more exposed to the use of instructional materials in order to develop reading culture and research. Head teachers should budget for the provision of essential facilities like electricity, running water, laboratory and library facilities, which will improve on the learning environment. Head teachers need to be trained in resource mobilization skills to diversify sources of income for their schools. Hence, ensure adequate remuneration for teachers to boost their natural interest and commitment to work.