

**Resource Management Practices Employed to Enhance Students'
Academic Performance in Kenya Certificate of Secondary
Education Examinations in Mwala District, Machakos County,
Kenya**

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Abstract

Effective management of educational institution involves management of human and material resources to meet institutional goals. This study aimed at examining resource management practices employed to enhance students' academic performance in Kenya Certificate of Secondary Education (KCSE) examination in Mwala District of Machakos County due to continued poor performance in the District. The study was guided by four objectives as follows; to analyze teacher management practices employed to enhance students' academic performance in KCSE examination, to examine the level of provision of infrastructure and teaching-learning resources made to enhance students' academic performance in KCSE , to asses the students' management practices employed to enhance students' academic performance in KCSE and to analyze the practices employed to promote school-community relationship to enhance students' academic performance in KCSE examination in the District. This study was guided by system approach to management theory. It was quantitative in nature and adopted descriptive survey research design. Study population size consisted of 43 secondary schools with 43 principals, 43 deputy principals, 215 HODs and 430 teachers making a total of 731. To select sample size simple random sampling method was used to select the schools. Sample population size consisted of 12 principals, 12 deputy principals, 36 HODs and 48 teachers totaling to 108. An observation checklist, structured interview guide for the principals, questionnaires for deputy principals, HODs and teachers were prepared to collected data. Validity and reliability of the instruments was determined using test-retest method. Quantitative data obtained was then compared in terms of magnitude of the responses, entered into computer coding sheet and analyzed using Statistical Package for Social Sciences (SPSS). The findings were then presented using descriptive statistics. Findings of the study revealed that in all secondary schools strategies were employed to ensure that teachers were committed to teaching. The extent to which these practices were employed was determined by the availability of teachers, facilities and teaching learning materials. The study also revealed that, provision of infrastructure and teaching-learning materials was inadequate. To manage students, punishments were administered, guidance and counseling was frequently used but not effectively due to lack of trained counselors. Finally the study found out that schools in the district employed some resource management practices to promote school – community relationship though the practice was low in some schools due to inadequate resources. In conclusion, it was found out that inadequacy of teachers and physical facilities in the district affected teacher management practices while, students' negative attitude towards learning, low KCPE examination entry mark and indiscipline affected students' academic performance as guidance and counseling was not effectively put in place. Based on the research findings the researcher recommended that government should ensure that enough teachers are posted to the government secondary schools. Secondly necessary teaching and learning materials should be provided in schools and each secondary school should have a trained guidance and counseling teacher. Furthermore there was need to promote school-community relationship in the district to enhance students' academic performance.