

# Mount Kenya University

## Abstracts of Postgraduate Research Projects/Thesis



### School of Education

- Role of teachers' leadership style on students' academic performance in Kenya Certificate of Secondary Education in public secondary schools in Kenya.....
- An investigation into the challenges affecting special schools management in the implementation of free primary education, Muramba County.....
- Effects of discipline on public secondary schools academic performance in Muramba East.....
- Role of higher education in teachers' commitment to teaching: A case of public primary schools in.....
- The role of guidance and counseling in management of schools: A case of secondary schools in.....
- Factors affecting adoption of performance contracting initiative in secondary schools: A case of Thika South.....
- Role of integrated institutions in the advancement of girl child education in central districts of Eastern Kenya, Kenya.....

### School of Business and Public Management

- Effect of work environment techniques on performance of selected small and medium sized enterprises in Eldoret municipality, Kenya.....
- Effect of entrepreneurial factors on business performance of selected small and medium sized enterprises in Eldoret municipality, Kenya.....
- Impact of technology and financial management on performance of selected small and medium sized enterprises in Eldoret municipality, Kenya.....
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ACADEMIC YEAR

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## PREFACE

Mount Kenya University offers diverse postgraduate academic programmes. The training modes are designed to equip postgraduate students with competitive skills necessary for successful career development. All postgraduate diploma programmes, Masters and PhD programmes require that one has to submit and defend a research project or thesis at the end of the year of study. The abstracts presented are drawn from theses from various schools in the University. This book of abstracts provides you with an opportunity to share the postgraduate student research findings with other scholars and the public. This book of abstracts will promote the subsequent availability of research findings for teaching purposes as well as making research findings from Mount Kenya University to positively promote one of the seldom ignored yet most important university missions of scientific research and publication. By publishing the book of abstracts, postgraduate students will feel challenged during their research projects to conduct competitive innovative research on various academic topics.

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**Prof. John H. Nderitu**

Deputy Vice-Chancellor, Research and Development Division

## 1. SCHOOL OF EDUCATION

### 1.1 ROLE OF HEADTEACHERS' LEADERSHIP STYLES ON STUDENTS' ACADEMIC PERFORMANCE IN KENYA CERTIFICATE OF SECONDARY EDUCATION IN PUBLIC SECONDARY SCHOOLS IN NYAMIRA COUNTY-KENYA

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#### ABSTRACT

This study investigated the role of various leadership styles including autocratic, democratic and *laissez faire*, on students' academic performance in public secondary schools in Nyamira County, Kenya. The objectives of the study included; identifying leadership styles used by head teachers of secondary schools, establish whether the head teachers' leadership styles played a role in students' academic performance in Kenya Certificate of Secondary Education (KCSE) which has been poorly presented in a period of five years (2007-2011), and to suggest measures of monitoring head teachers' leadership styles and students' academic performance. The study sought to analyze each style and its influence on academic performance of students in schools in the county. The study used ex-post facto research design. In identifying the sample size the study used purposive and stratified sampling technique. The study used questionnaires and interview schedules, as tools of data collection from respondents. Data was collected on independent variable, which were leadership styles and that of dependent variable which were school performance. The respondents included students, teachers and principals drawn from 113 schools. The schools in the County had a total population of 5,037 boys and 3,990 girls from single sex boarding schools, mixed day and mixed boarding secondary schools who sat their KCSE, in 2011. Statistical methods including, percentages, means, were used. The study sought to identify gaps left by other studies and try to narrow them through the findings of this study. The findings were presented in form of tables, figures and charts. The study established that the main type of leadership style (s) used by head teachers of secondary schools in Nyamira County was democratic leadership style, followed by the autocratic style which was applied in some schools; There was a positive relationship between KCSE performance and leadership styles between, 2007 and 2011, in the sense that schools that used a combination of autocratic and democratic leadership styles excelled in KCSE performance than those that used either. It was also found that the main measures that had been put in place to bring up head teachers' leadership styles that enhance students' academic performance at KCSE included: appealing for parental and community support, bench-marking of best performing schools and poor performing schools in the same category, testing policy, use of motivational speakers, severe punishment to foster discipline, departmental meetings, ensuring syllabus coverage and use of modern technology. The study therefore recommended involvement of all stakeholders to scale up the best outfit of leadership style for the enhancement of students' academic performance in KCSE. The study once accomplished would be availed to the principals, to help them adopt a fair leadership style(s) in order to improve performance in KCSE. It would also be availed to the stakeholders (especially education officers) to help in advising on the best approaches to improving performance.



## 1.2 ROLE OF HEAD TEACHERS' ORGANISATIONAL CULTURE IN KENYA CERTIFICATE OF PRIMARY EDUCATION PERFORMANCE: A CASE OF NYANDARUA SOUTH DISTRICT, KENYA

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### ABSTRACT

Organisational Culture can be defined as a collection of values and norms shared by people or group in an organisation (Hill and Jones, 2004:417). This study sought to investigate the role of head teacher's Organisational Culture (OC) in Kenya Certificate of Primary Education (KCPE) performance in Nyandarua South District. The study was guided by the following objectives: To determine the role of head teachers' OC on KCPE performance of public primary schools in Nyandarua South District; to identify the teachers' perception of their OC and how it affects the KCPE performance; to establish the role of OC on KCPE performance in Nyandarua South District, and to determine how pupils' perception of their school's OC affects the KCPE performance in Nyandarua South District. The study was guided by Schein's Organisational Culture theory model (1988) which has elements of culture. Literature has been reviewed on the role of head teachers' OC, teachers' and pupils' perception of their school's OC. The researcher used descriptive survey design. Target population was 40 public primary schools in Nyandarua South district. The researcher used two schools for piloting which did not participate in the actual study and eight schools for the research study. A total of eight head teachers, 24 teachers and 80 pupils were randomly and purposively sampled for the study. The researcher used questionnaires, interview schedule and observation schedule for data collection. Data was analysed using descriptive statistics for quantitative data and thematically for qualitative data all based on research questions. The findings were presented in tables of frequency distributions percentages, bar graphs and pie charts. The study concluded that poor performance in public primary schools in Nyandarua South District was high owing to minimal time allocated to academic matters as reflected by the time spent on private studies, supervised studies and remedial teaching, where only 1-5 hours was spent per week. Most significant aspects of head teachers' OC in influencing academic performance were that there seems to be a friendly atmosphere among the people head teachers supervise. The teaching load for the teachers was enormous as majority of the teachers had above 32 lessons per week. There was clear information on roles and responsibilities of teachers, the school was great to work in, teaching was a great profession, the head teacher listens and values the teachers' ideas and that other teachers take their fellow teachers opinions seriously. The study recommended that the ministry of education should offer continuous capacity building to the head teachers on management of the schools to enhance their organizational culture to enhance performance. The study also recommended that the government and other stakeholders should implement strictly their guiding policies on head teachers' Organizational Culture to ensure the mismanagement in schools was minimised. The study also recommends that the head teachers should review the school management strategies to address the bottleneck issues that exist in the management of their Organizational Culture.

### 1.3 EFFECTS OF HEAD TEACHERS' LEADERSHIP STYLES ON KENYA CERTIFICATE OF PRIMARY EDUCATION PERFORMANCE IN PUBLIC PRIMARY SCHOOLS IN RUIRU MUNICIPALITY, KIAMBU COUNTY, KENYA

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#### ABSTRACT

Institutional leadership has recently been an issue of concern to many educational stakeholders. Leadership styles applied by head teachers in schools are influential in regard to achievement of institutional goals. The purpose of the study was to investigate the effects of head teachers' leadership styles on Kenya Certificate of Primary Education (KCPE) performance in public primary schools in Ruiru Municipality, Kiambu County. The study also identified strategies that could be applied to enhance head teachers leadership styles in order to improve pupils' performance. The study is based on normative decision theory by Vroom and Yetton (1973). The researcher envisaged the use of descriptive survey research design which was considered suitable because it was not restricted to fact finding only, but also led to the formulation of important principles of knowledge and solutions to challenges experienced by institutional leaders. The locale of the study was Ruiru Municipality. It was considered suitable for this study because public primary schools in this area have been performing below average in KCPE for the last four years; hence the researcher wished to investigate the leadership styles applied by head teachers in order to find out whether these styles were contributing factors towards this phenomenon. Through purposive and stratified simple random sampling, the researcher sampled eight public primary schools from 29 public primary schools. From every school sampled, the head teacher, 12 teachers and the Chairperson of the Parent Teachers Association were sampled to form the study population. In addition the Area District Education Officer (DEO) was also included making a total of 113 respondents. Primary data was collected through questionnaires and interview schedule. Secondary data was collected from the DEO's document analysis. Data collected was analysed using descriptive statistics such as frequency distribution tables for quantitative data while qualitative data was analysed thematically based on research objectives. The major findings of the study indicated that academic qualification on KCPE performance corresponded with leadership styles to a very great extent. The study further found out that there was laxity by the head teachers in delegation of power and responsibilities to their junior staff and lack of consultation of all stakeholders in the welfare of the school, thus affecting the pupils' performance. The study recommends that head teachers should apply the most appropriate leadership styles that enhance collective responsibility and consultative decision making with all stakeholders in schools. In-service courses and other appraisal courses to enhance quality leadership should be provided. The findings of the study will be used by education policy makers and implementers to formulate strategies that can be used to enhance good leadership styles that promote better education performance at primary level. In addition the study will provide more literature for further research in the field of leadership styles and their effects on academic performance.

## 1.4 EVALUATION OF PROVISION OF QUALITY EDUCATION: A CASE OF PUBLIC PRIMARY SCHOOLS IN EMBAKASI DISTRICT, NAIROBI COUNTY

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**SUPERVISOR:** Dr. H. Mberia

### ABSTRACT

This study sought to evaluate provision of quality education in Embakasi District in Nairobi County. It was guided by the following objectives: to establish school-related factors, learners' home-based factors, teacher-based factors and government policies affecting provision of quality education in public primary schools in Kayole, Embakasi, Nairobi County. Final objective sought to identify possible measures that can be used to improve on quality education. The findings of this study would be of benefit to the government, the institutions, teachers, education planners, head teachers, parents, pupils, community, Teachers Service Commission and the future researchers. In collecting data on provision of quality education, survey research design was employed. This study targeted 13,500 pupils, 144 teachers and 3 quality assurance officers. The study used purposive, stratified and simple random methods to derive a suitable sample population. The suitable sample comprised of 96 pupils, 48 teachers in six public primary schools and three quality assurance officers. To collect data, questionnaires, interviews and observation checklists were used. Collected data was analysed by use of Statistical Package for Social Sciences and Microsoft Office Excel suite which was presented in form of statistical tables and chart. The findings showed that despite many children living with both parents who had a stable income to support their basic needs, they were routinely obstructed in the neighborhood, and this did not facilitate proper acquisition of skills and good performance. Parents' attitude and busy schedules did not synergize their interaction and nurturing. The study has also found out that teachers have high experience, advanced professional qualification, attended in-service courses regularly, had skills in guiding and counseling, as well as adhered to code of ethics on teaching. In addition, the study found that schools with available, adequate and in good condition facilities gave learners confidence and satisfaction which promoted their skill and knowledge acquisition. Finally, the study found that the government has a policy that does not support teachers to attend in-service courses. In addition, the government does not provide all teaching and learning materials. Moreover, with a lot of government bureaucracy, hiring of teachers, procuring teaching and learning materials, and upgrading of physical infrastructure of the schools affected continuous cycle of providing quality education. Therefore, it can be deduced that quality education requires integration of many factors. For example, learner's ability to receive knowledge and skills require check on their behavior that supports better achievement of academic knowledge and skills. This can only be achieved in situations where the government provides platform at which qualified teachers with updated pedagogy are employed. This facilitates proper teaching methods and use of teaching and learning materials.

## 1.5 MANAGEMENT OF INCLUSION OF CHILDREN WITH MENTAL CHALLENGES IN PUBLIC PRIMARY SCHOOLS CENTRAL DISTRICT LAIKIPIA COUNTY

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**SUPERVISOR:** Dr. David W. Nguti

### ABSTRACT

Education is a human right, yet, not all children can be able to go through normal primary education. Some go to special schools and others to special units located in primary schools because they have challenges. Inclusive education involves those learners with special needs who go through education in public primary schools where the special unit is situated.

The researcher investigated the management of mentally challenged learners when they are included in primary schools. These involved examining the challenges and problems in primary schools, the measures taken and the types of facilities and equipment used. The target population of the study was six schools in Central District, Laikipia County. Each school had approximately 250 learners, totalling to 1,500 pupils and teachers.

The researcher used simple random sampling procedure to select the learners and purposive sampling to select the teachers to be issued with questionnaires. Data analysis on challenges problems, equipment and facilities, measures, policies and seminars was administered quantitatively using tables, figures and pie charts while data on measures and strategies were analysed qualitatively, through coding and themes.

## 1.6 INFLUENCE OF STUDENTS' DISCIPLINE ON PERFORMANCE IN KENYA CERTIFICATE OF SECONDARY EDUCATION IN PUBLIC SECONDARY SCHOOLS IN NAKURU MUNICIPALITY KENYA

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**SUPERVISOR:** Prof. Fredrick Ogola

### ABSTRACT

Students' discipline is a prerequisite to almost everything a school has to offer students. In order for a satisfactory climate to exist within a school, a certain level of discipline must exist. In the school system, discipline is necessary for the effective management, if the goals of the schools are to be accomplished. The purpose of this study was to find out whether the discipline of secondary school students in Nakuru Municipality influences their academic performance in Kenya Certificate of Secondary Education (KCSE). The objectives that guided the study included determining the students' level of discipline in public secondary schools in Nakuru Municipality; determining KCSE performance trends in public secondary for the years 2007 to 2010; determining the influence of students' discipline on their performance at KCSE; and suggesting strategies that can be put in place to mitigate poor performance in KCSE in Nakuru Municipality. The study adopted the descriptive survey design. Purposive sampling technique and simple random sampling technique was used for the study; whereby the Principals were selected purposively, given their strategic positions in the management of the schools, while teachers were selected using simple random sampling technique. A study sample of 190 respondents was used for the study. Data was collected by use of questionnaires. Data collected was then analysed with the aid of the Statistical Package for Social Sciences for descriptive statistics. After data analysis, the results were presented in the form of charts and tables for interpretation. The findings showed that: the level of student discipline in public secondary schools in Nakuru Municipality was below average. Further, KCSE performance trends in public secondary for the years 2007 to 2010 were unimpressive; the level of student indiscipline in public secondary schools in Nakuru Municipality was negatively affecting student performance in KCSE to a large extent. The study also established that the strategies which can be put in place to mitigate student performance in KCSE and were already being used frequently in Nakuru Municipality included provision of guidance and counseling services as a strategy; review the school rules as a strategy; creation of a good environment within the school; Parental involvement; and providing appropriate communication channels. The study recommends that the Teachers Service Commission in liaison with the Ministry of Education through the Kenya Institute of Staff Training should regularly organise refresher courses for head teachers of secondary schools to increase their capacity in effective handling of discipline issues among students; Teacher training institutions should introduce specialised and comprehensive training programmes on administrative skills, effective handling of discipline cases (student counseling) and human resource management; and the school management should consider adopting reality therapy approach so as to improve students' performance in KCSE.

## 1.7 INFLUENCE OF MANAGEMENT STRATEGIES ON KENYA CERTIFICATE OF PRIMARY EDUCATION PERFORMANCE IN CHUKA DIVISION OF THARAKA NITHI COUNTY, KENYA

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**SUPERVISOR:** Dr. David Nguti

### ABSTRACT

Effective management strategies entail that the managers must control the work force of their institutions. The purpose of the study was to determine the influence of leadership styles on Kenya Certificate of Primary Education performance in primary schools in Chuka Division of Tharaka Nithi County. This study adopted descriptive survey research design. The population for the study comprised of 71 head teachers, 71 deputy head teachers and 540 teachers from 71 public/boarding primary schools. Simple random sampling technique was used to select 25 head teachers, 25 deputies and 198 teachers. Questionnaires were used as the instruments for data collection from the respondents. Piloting was conducted in three primary schools in the neighbouring Magumoni division which has similar characteristics. Data collected from the questionnaire was analysed using descriptive statistics and findings presented in frequency tables, graphs, pie charts and percentages. This study established that headteachers did not attend seminars due to lack of career and professional development programmes in place to enhance and promote acquisition of new and relevant knowledge for headteachers. There was no reward programme for teachers who perform well, a clear indication of lack of motivation for teachers. In addition, study findings reveal that there is understaffing coupled with inadequate facilities to support learning in primary schools in the District, which affects the academic performance in the region. Study findings also reveal that there are so many students per class, which increases workload for teachers. This makes it cumbersome for teachers to meet the needs of each and every pupil. Parents were accused of lack of support and co-operation in matters regarding their children's education. The government should increase allocation of funds to provide for more amenities and learning resources to facilitate learning in the schools. Such additional funds can also be used in hiring of more teachers to curb the understaffing problem. Additionally, parents should be sensitised on the need to make education of their children a priority in the face of the present economic predicament by adequately providing for learning materials. Parents should also promptly attend school meetings when matters concerning their children's education are discussed. Further research is needed to investigate the role of family structure in academic performance in Kenyan primary schools.

## 1.8 EFFECTS OF DISCIPLINE ON PUBLIC PRIMARY SCHOOLS ACADEMIC PERFORMANCE IN MANDERA EAST: A CASE STUDY OF CENTRAL DIVISION

ALI MOHAMUD ADAN, *Master Degree in Educational Planning, Management and Administration*

**SUPERVISOR:** Dr. Joyce Kanyiri

### ABSTRACT

This study sought to find out the effect of indiscipline on performance in public primary schools in Central zone, Mandera East District. Many times, school management dwell and put much emphasis on how to achieve high scores in exams and do not have a clear perception of how indiscipline influences academic performance. They give attention to content delivery, teaching materials and on syllabus coverage without having an understanding of students' personalities as human beings. This way, schools don't help students develop their potential in all spheres of life, and don't excel in their academic undertaking either. The study therefore tried to establish the relationship between indiscipline and performance of pupils. The study objectives included determining pupils' characteristic in terms of behavior, gender, age, environment, qualitative and experience at the end of academic year. The study employed research design using qualitative and quantitative with descriptive case study approach on a sample of 200 pupils in eight selected public school in Central zone, Mandera East District. Data was collected using research questionnaires, the data collected was processed using Statistical Package for Social Sciences and was analysed using frequency percentage graphs. The study established that the relationship between discipline and academic performance was significantly influenced by staff at large, and learners, on issues pertaining to school activities. The study concluded that discipline had major impact on academic performance in schools. The study was based on the assertive discipline theory by Lee and Marlene Canter. His theory based on the concepts of teacher's right in the classroom as well as those of the pupils. It is on this that the researcher has based his theoretical frame work. A wide number of titles and other references was used in providing literature in chapter two, and enriching the study. The researcher recommends that the teachers should participate in seminars, workshops and courses on guidance and counseling, and that every school have at least two teachers who are trained in guidance and counseling. The school heads should support teachers in dealing with indiscipline cases and that the ministry should come up with a formalised way of dealing with indiscipline cases in our schools. Those people in our community who sell drugs to our school-going children should be dealt with seriously, so as to allow our children to perform well in their exams. Further research should be done on eradication of drug abuse in our primary schools.

## 1.9 AN INVESTIGATION INTO THE CHALLENGES AFFECTING SPECIAL SCHOOLS MANAGEMENT IN THE IMPLEMENTATION OF FREE PRIMARY EDUCATION MOMBASA COUNTY, KENYA

GETRUDE KISAKA, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Dr. Collins Ogogo

### ABSTRACT

The researcher studied the challenges faced by head teachers in the management and implementation of Free Primary Education (FPE) funds in special schools in Mombasa County. The objectives of the study were to determine the challenges head teachers face in the administration and implementation of FPE funds in special schools in Mombasa County. It also sought to find out whether financial management training of head teachers instigates the proper management of FPE funds in special schools, and to investigate teachers' organisational skills and training impact on learning outcomes in special schools, Mombasa County. The study was done in five special schools where the five head teachers were administered a questionnaire. Data was collected, presented and analysed using tables, percentages and description. The findings of the study were that educational resources, teaching and learning instructional, physical and financial resources were inadequate to meet needs of the schools. FPE funds were not enough to meet the special school teaching and learning programmes, schools needed. Head teachers had no prior training in financial management as in accounting, record keeping, budgeting, resource selection management, supply and procurement. Policy guidelines in the use and implementation of FPE funds did not allow virement of funds from one vote head to the other, and this made it difficult for head teachers. The study recommended that the Ministry of Education designs a financial management course to train head teachers on financial management. The FPE fund allocation is not enough and it should be increased. The policy guidelines on vote heads should be given an alternative of virement of funds.



## 1.10 ROLE OF HIGHER EDUCATION ON TEACHERS' COMMITMENT TO TEACHING: A CASE OF PUBLIC PRIMARY SCHOOLS IN NAKURU MUNICIPALITY, KENYA

IRENE N. MUHIA, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Dr. Collins Ogogo

### ABSTRACT

The purpose of this study was to assess the role of higher education on teachers' commitment to teaching in public primary schools in Nakuru Municipality, Nakuru County. The study evaluated the relationship between teachers' professional training, personal development and educational level and their commitment to teaching. The study adopted the descriptive survey method where through multi-stage sampling methods, the study population was selected. The target population for the study comprised all Teachers Service Commission teachers from all public primary schools in Nakuru Municipality, totaling 1,109. The study utilised a sample size of 250 teachers from 25 public primary schools. Stratified simple random sampling was used to select the 25 schools to include five schools from each of the five educational zones in the study area. Proportionate, simple random sampling procedures were used to determine the number of teachers drawn from each of the participating schools. The main data collection instrument for the study was the teacher's structured questionnaire items. Data collected were processed, organised and analysed with the aid of the computer program, Statistical Package for Social Sciences. The objectives of the study were analysed quantitatively and the results presented in percentages and frequency distribution tables, while the research questions were analysed using Pearson Product Moment Correlation Coefficient at  $\alpha=0.05$ . The study established that there was a significant, weak negative relationship between teachers' level of education and commitment to teaching ( $r = -0.248, n=237, p < .01$ ). There was also a significant, strong and negative relationship between professional training and commitment to teaching ( $r = -0.658, n=237, p < .01$ ) and a significant, strong, positive relationship between personal development and commitment to teaching ( $r = 0.552, n=237, p < .01$ ). Higher education negatively influences the teachers' commitment to teaching. Further education raises the teachers' expectations which if not met lowers their commitment to classroom instruction. On the other hand, higher education increases teachers' knowledge base and opens them to other careers, which affects their motivation to continue with the teaching profession. This in turn makes them unsettled in teaching thus affecting their commitment to classroom instruction. Therefore, the study recommended that the government should provide more challenging tasks like giving leadership positions, improving the terms and conditions in form of remuneration and other incentives, and creating more openings for job opportunities in the education sector to absorb teachers who pursue higher learning. This would motivate them to be more committed to the teaching profession.

## 1.11 EFFECTIVENESS OF HEAD TEACHERS IN THE MANAGEMENT OF HUMAN RESOURCE IN PUBLIC SECONDARY SCHOOLS IN IMENTI CENTRAL DISTRICT, MERU COUNTY- KENYA

GRACE M KAIMENYI, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Dr. Ogogo Collins

### ABSTRACT

The purpose of this study was to investigate the effectiveness of head teachers in the management of human resource in public secondary schools in Imenti Central District, Meru County, Kenya. The main objectives of this study were: To identify and examine the extent of human resource management practices; to establish the level of head teachers human resource management effectiveness; to find out the challenges facing head teachers in management of human resources, and to suggest effective strategies to address the challenges facing head teachers in the management of human resources. This study was based on the Resource-Based Theory of the firm (Barney, 1995). This study was limited in scope to a study of public secondary schools in Imenti Central District, Kenya. The target population for this study was 49 head teachers, 390 teachers and 98 support staff. The sample size for this study was 105. Data for this study was collected using questionnaires and interview schedule. The research questionnaires were piloted on a sample of 10 that included three head teachers, five teachers and two support staff in the same district that were not included in the final study obtained using mixed sampling methods that included simple random and purposive sampling. Instrument content validity was ascertained by my supervisors who are experts in educational management and administration. The reliability of the data was arrived at by using the test-retest technique. The Cronbach Alpha was used to test internal consistency of the items in the questionnaire. A reliability coefficient of 0.71 and 0.72 was obtained with teachers and support staff questionnaires and the instruments were deemed reliable. However, the instruments were slightly revised based on the pilot study. The researcher personally administered instruments to all the respondents. Descriptive statistics including frequency counts and percentages were used to analyse quantitative data while data elicited by open ended questions and interview questions was analysed qualitatively by arranging the responses thematically. The management practices identified included; employing bottom-up management approach, consultations in decision making, motivating staff with free meals and trips, recommending for staff transfer and promotion, encouraging staff training and development, using both democratic and authoritarian style of leadership, and delegation of duties among others. The study established that the challenges facing head teachers in the management of human resource included negative attitude towards work by staff, lack of focus/targets/goals towards performance forcing the head teacher to coerce staff to perform, lack of adequate staff support, indiscipline among some staff members, student's indiscipline/unrests and strikes, negligence of duty by some staff members, inadequate finances to motivate staff, inadequate finances to buy learning materials, political interference and poor school infrastructure among others. The study concluded that head teachers in public secondary schools in Imenti Central used various management practices in dealing with students, teachers and support staff. The study revealed that most of the practices employed were effective and helped the schools to realise greater achievement of education goals. Some head teachers emphasised the use of both authoritarian and democratic approaches to management. The study further concluded that the head teachers were facing numerous challenges in the management of students, teachers and support staff. To address these challenges, different strategies need to be employed, as schools do not experience the same challenges. The study recommends head teachers' training on human resource management, employment of support staff by the government and use of participatory approach to human resource management in public secondary schools.

## 1.12 FACTORS AFFECTING ADOPTION OF PERFORMANCE CONTRACTING INITIATIVE IN SECONDARY SCHOOLS: A CASE OF THARAKA SOUTH DISTRICT, THARAKA NITHI COUNTY, KENYA

MAGDALENE KARIMI NJERU, *Master of Education Degree in Educational Planning, Management and Administration*

**SUPERVISORS:** Dr. Kibaara T M, Mr. Festus Muriuki Jonathan

### ABSTRACT

**D**rastic and fundamental changes are increasingly occurring in the environment in which organisations operate. An obvious manifestation of the responses towards this turbulent environment is the introduction of performance contracting as part of the broader public sector reforms aimed at improving efficiency and effectiveness in the management of the services. The main purpose of this study was to determine factors affecting adoption of performance contract initiatives in public secondary schools in Tharaka South District. The study adopted a descriptive research survey design in which qualitative and quantitative data were collected. The target population for this study was 12 head teachers, 36 Heads of Departments and 124 class teachers. A pilot study was conducted in Tharaka North District using 27 subjects. The data from the questionnaires were cleaned, coded and entered into the computer for analysis using Software Package for Social Sciences version 17 for windows, and descriptive statistics was used to analyse the data. Specifically, frequencies, percentages, and means were used for quantitative data while qualitative data was discussed thematically. The results are presented in frequency tables. The study established that though most teachers acknowledge the importance of performance in bringing about significant improvements in service delivery and operations as well as increased transparency in operations and resource utilisation, most of them lack adequate knowledge on aspects of performance contracting to enable them make informed decisions on whether to adopt or reject performance contracts. The main social factors found to be affecting the adoption of performance contracts among the teachers included harsh working conditions, lack of proper understanding of pros and cons of performance contracting, poor relationship between some teachers and the administration, fear of change and lack of sensitisation of the teachers by the government. The main political factors found to be affecting the adoption of performance contracts among the teachers included inequitable distribution of resources to schools, lack of political goodwill and sabotage by the teachers' union. The main economic factors found to be affecting the adoption of performance contracts among the teachers included poor remuneration, inadequate teaching personnel for effective delivery and lack of a well thought-out reward system for the best performers by the government. This study recommends that: The government should allocate adequate resources to all schools to enable students compete favourably and improve on performance which most teachers think is a key indicator to effective service delivery and a component of performance contracting in the education sector; the government should develop a good scheme of service and better remuneration to entice teachers to adopt performance contract; the government should develop sound policy on performance contract based on staffing, learning resources, learning environment and students' entry behavior; the government should employ more teachers to enhance effective curriculum delivery in all schools. Teachers and other stakeholders should be educated on the importance of performance based management to clear misunderstandings and misconceptions that are currently held regarding performance contracts in the education sector. Further research could be replicated in other districts in order to establish any consistencies or variations in the findings. Also, research may be conducted to establish the impact of management practices on teachers or support staff job satisfaction in public secondary schools.

### 1.13 PERFORMANCE OF CONSTITUENCY DEVELOPMENT FUND IN SECONDARY SCHOOLS IN KIBWEZI DISTRICT, MAKUENI COUNTY, KENYA

BITAH PETER T. WAMBUA, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISORS:** Dr. Kimamo Githui, Andai O. Stephen (M.ed)

#### ABSTRACT

The aim of this research was to investigate the performance of the Constituency Development Fund (CDF) in secondary schools in Kibwezi district, Makueni County, Kenya. It also sought to establish the financial methods employed to finance secondary school education in the district, determine the role of CDF, the criteria used to allocate funds and the challenges encountered by the CDF committee. The study hoped to provoke interest in the area, provide a basis for effecting changes and provide a framework for evaluating the performance of CDF in financing secondary school education. The study was guided by two theories: The theory of distributive justice, and the general systems theory. The theory of distributive justice was propounded by John Rawls and advocates for equitable distribution of resources. On the other hand, the systems theory advanced by Ludwin Von Bertalanffy sees all facets of the society as sub-systems making up a super system. The interaction and inter-relationship between and among the sub-systems creates a web where there is input and output. A system could either be open or closed. The research design adopted was a combination of descriptive, exploratory and ex-post facto. This hybrid, it was hoped would yield in-depth knowledge and data on the subject; CDF performance in financing secondary school education. The purpose of the research proposal was to seek data on the performance of CDF as a supplementary method of financing secondary education. The area chosen for the study was Kibwezi district, Makueni County, Kenya. It was considered a unique area in many aspects in that it lies way in between the two major cities of Kenya; Nairobi and Mombasa. The target population was 8,850 students, 350 teachers and 59 head teachers in public secondary schools within the district and 10 members of the CDF Committee (CDFC). Simple random sampling technique was adopted to obtain the sample size for the study; for the schools where the students were selected randomly and the teachers purposively with a preference for class teacher experience. One of the three divisions forming the district was selected purposively. A third of the public secondary schools in the division formed the sample of the study. Therefore the actual number of the study sample was 360 students, 45 teachers, eight head-teachers and four members of the CDFC making a total of 417. The research instruments for the study were questionnaires, interview guides and documented data. All these aided in collecting both qualitative and quantitative data. The validity and reliability of the instruments was tested by administering them in a few schools which were part of the actual study sample. The data collected was analysed by use of Software Package for Social Sciences programme to obtain a descriptive analysis and gave rise to measures of central tendency, measures of dispersion cross tabulation and correlations as was appropriate. Data presentation was done by use of tables, graphs and charts. The study found out that there are many methods used as sources and methods of financing secondary school education in Kibwezi district though they are not sufficient hence the need for intervention. The research findings show that CDF has performed well in establishing infrastructural facilities in many schools, improving provision and increasing access to secondary school education but performed dismally in ensuring retention of learners in the education system. Science and Information Technology were not given priority. The application and allocation procedures for CDF funds were flawed. Despite numerous flaws CDF proved to be a viable tool which if well managed has the potential of boosting and supplementing the financing of secondary school education and other sectors in the social life of the community.

## 1.14 PERCEPTIONS ON THE ROLE OF GUIDANCE AND COUNSELING IN THE MANAGEMENT OF EDUCATIONAL WASTAGE IN PUBLIC SECONDARY SCHOOLS IN BUURI DISTRICT, MERU COUNTY, KENYA

JANE GAKII KIRIMI, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISORS:** Dr. Kibaara T M, Ms. Placidia Jesca

### ABSTRACT

The Government of Kenya has greatly emphasised on guidance and counseling in the Gachathi Report 1976. As a result, it led to outlawing of corporal punishment as a means of instilling discipline in schools, in 2001. Guidance and counseling, besides helping discipline among students, has been known to help students with social, emotional, and psychological problems that lead to poor performance in schools which sometimes contribute to school dropout rates or repetition of classes, resulting in educational wastage. The purpose of this study was to investigate the perception on the law of guidance and counseling in the management of educational wastage in public secondary schools in Buuri District, Meru County, Kenya. The main objectives of this study were: to establish the head teachers, teacher counselor and students perception of the role of guidance and counseling programme, to find out the head teachers, teacher counselors and students perception of the role of guidance and counseling programme in the management of drop out and repetition rates and to determine the strategies used by guidance and counseling teachers to curb education wastage among students in different category of public secondary schools in Buuri District. The target population for this study was head teachers, teacher counsellors and students. The researcher employed stratified sampling to select three boys', three girls' public boarding schools and four mixed public day schools totaling to 10 schools. Head teachers and teacher counselors in the selected schools were purposively sampled while simple random sampling was used to select 12 students from each selected school so as to obtain a sample size of 140 respondents. Data was collected by using questionnaires. Instrument content validity was ascertained with the help of the supervisors who are experts in educational management and administration. Test retest technique was used to determine the instruments reliability. Test for internal consistency of the items in the questionnaire was done by employing cronbach Alpha. Reliability coefficients of 0.71, 0.75 and 0.72 were obtained with all the students, teachers and head teachers' questionnaires. The researcher personally administered the instruments to all the respondents. Descriptive statistics including frequency counts and percentages were used to analyze quantitative data while qualitative data elicited by open ended questions was analysed qualitatively and discussed thematically. The study established that head teachers, teachers and students had varied perceptions of guidance and counseling services. The study established that the role of guidance and counseling programme in managing education wastage was appreciated and respondents felt that it was useful in helping students to develop good study habits, work with determination for success, avoid laziness in school that may lead to poor academic achievement hence class repetition, avoid premarital sex that may lead to pregnancies leading to dropout, and enable them to understand the value of completing assignments in good time. The study recommends more training and exposure to guidance and counseling among head-teachers, teacher counselors and students. Guidance and counseling teachers to have reduced work load so that they have time to deal with the student's needs that require guidance and counseling. Guidance and counseling programmes existing in schools should be reviewed and upgraded to concur with modern concepts and practice of guidance and counseling to cater for the uprising needs in schools that lead to school dropout and repetition. Further research is suggested to establish the role of guidance and counseling programme in the management of educational wastage among girls' only or boys' only secondary schools and to establish whether home environment is a cause of educational wastage.

## 1.15 THE ROLE OF GUIDANCE AND COUNSELING IN MANAGEMENT OF SCHOOLS: A CASE OF SECONDARY SCHOOLS IN KIRINYAGA COUNTY- KENYA

KARIMI AMOS NYAMU, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISORS:** Dr. David Wanyonyi, Dr. Gabriel Kimani Chege

### ABSTRACT

The current under achievement and indiscipline trends among secondary school students have put the school management in sharp focus. This investigation was motivated by the unanimous outcry of stakeholders in the educational sector that managing students has become so challenging in our society today. Despite the campaign on the use of guidance and counseling in managing students, cases of unrest and poor academic performance among secondary school students raises various questions concerning the effectiveness of guidance and counseling in management of secondary schools. The purpose of this study was to find out the effectiveness of guidance and counseling in management of secondary schools in Kirinyaga district. The specific objectives were: To find out the state of guidance and counseling in secondary schools; to find out the effects of guidance and counseling on management of discipline; to investigate the effects of guidance and counseling on management of academic performance; to determine the effects of guidance and counseling on the execution of management functions in schools and also to find out the challenges facing guidance and counseling in secondary schools. The research was guided by a conceptual frame work designed by the researcher and a theoretical frame work adopted from Maslow's Hierarchy of Needs theory. The literature reviewed does not show why there is increase of unrest in schools and poor academic performance among students in this era of guidance and counseling. The researcher adopted descriptive survey design and a sample of eight secondary schools in Kirinyaga District, which has 80 public schools. Stratified, purposive and snow ball sampling techniques were employed to arrive at 208 respondents who were included in this sample. Snow ball sampling was used to select students who had participated in guidance and counseling sessions, purposive sampling was used to select schools which were disciplined and performed well in Kenya Certificate of Secondary Education (KCSE) and those schools which were in disciplined and performed poorly in KCSE, while stratified sampling was used to sample schools in the four division of Kirinyaga District for equal representation. Four instruments were used to collect data for the study. These were questionnaires for principals, deputy principals and heads of departments, in-depth interview guide for teacher counselors and focus group discussion guide for students. Documents analysis guide was used to analyse reports from the Ministry of Education concerning the state and the role of guidance and counseling in secondary schools. The reliability of the instruments was determined by assessing the responses from respondents during pilot study which was done in three secondary schools in Rift Valley Province. The instruments were vetted by supervisors in the department of educational management who have authority in this area of study to assure validity. The qualitative data was analysed through the use of quick impressionist summary and thematic analysis while descriptive statistics (Frequencies and percentages) was used to analyse quantitative data. The study concluded that guidance and counseling is effective in management of students but its implementation in our schools is poor. It also faces myriad challenges ranging from lack of policy guidelines from the Ministry of Education to lack of commitment by school managers. The study recommended that the government should provide the resources needed for guidance and counseling provision, policy framework and sporadic monitoring and evaluating of these programmes. All the stake holders should also be involved in ensuring the success of guidance and counseling in secondary schools for the benefit of students. This will also be of benefit to school management and the Ministry of Education.

## 1.16 ROLE OF INTEGRATED INSTITUTIONS IN THE ENHANCEMENT OF GIRL-CHILD EDUCATION IN CENTRAL DIVISION OF GARISSA COUNTY, KENYA

MOHAMED D. YUSSUF, *Master of Education Degree in Educational Planning, Management and Administration*

**SUPERVISOR:** Prof. John Aluko Orodho

### ABSTRACT

Despite numerous efforts by partners of education in Kenya to enhance children access to education, there is little to celebrate in some parts of the country in terms of achieving sound enrolment in educational institutions. The regions affected mostly are arid and semi-arid districts. The purpose of this study was to investigate the role of integrated institutions in the enhancement of girl-child education in central division of Garissa County. The objectives were: To find out the extent to which the teaching methods applied in the integrated institutions can enhance the girl-child enrolment in such schools; to establish the suitability of the learning/teaching facilities at the integrated institutions in motivating the learners; to examine the qualifications of teachers in those schools, and their attitude towards girl-child education. The study was guided by the theory of cultural lag by Williams Ogburn's. The study used a descriptive survey design to target 25 headteachers, 300 teachers, 125 members comprising of SMC and religious leaders, 2 TAC tutors and 1 area District Educational Officer (DEO) from Garissa District. Simple random sampling was used to select 10 out of 25 schools to participate in the actual study. Random sampling was used to select 100 teachers from participating schools while purposive sampling was employed to select 10 headteachers, 2 TAC tutors and one area DEO and 30 SMC and religious leaders, yielding to total sample size of 143 participants. Data was collected using questionnaires, interviews and focused group discussions. The questionnaires were used to collect data from head teachers, teachers, and school management committees. Interviews were used to collect data from the DEO, Zonal Education Officers while focused group discussions were used to collect data from various groups such as parents and religious leaders. Data collected in the research was analysed both qualitatively and quantitatively. The quantitative data was analysed using descriptive statistics such as frequencies tables and percentages using Statistical Package of Social Sciences version 17.0. The qualitative data was analysed by arranging the responses according to the research questions and objectives in narrative format. The study established that inadequate sanitation facilities had negative implications on the girl child participation in primary education. It emerged that schools in Garissa County did not have adequate sanitation facilities for girls and toilet facilities. This was a major challenge because girls were forced to miss classes due to menstrual cycles and this also led to school drop out. The study finally concluded that society had negative attitude towards girl child education hence giving them little support. The study recommends that: Government, school administrators, parents and the community should pull together resources to ensure that sanitary facilities for girls are adequate; community should be sensitised on importance of education and especially for the girl child and government; through the Ministry of Education the government should enforce the safety standard guidelines for sanitation facilities in both private and public primary schools.

## 1.17 EFFECT OF WITHDRAWAL OF CORPORAL PUNISHMENT ON PRIMARY SCHOOL PUPILS' ACADEMIC PERFORMANCE; A CASE OF ELDORET WEST DISTRICT, KENYA

CHUMO DANIEL KIBITOK SONGOK, *Master of Educational Planning Management and Administration*

**SUPERVISORS:** Dr. Lydia Kipkoech, Prof. Barasa L. P.

### ABSTRACT

The theoretical framework of the research study was based on the social learning theory by Albert Bandura which emphasizes the importance of observing and modeling the behaviors, attitudes, and emotional reactions of others. The research aimed at finding out the effect of withdrawal of corporal punishment on academic performance. The study was carried out in Eldoret West District. The objectives of the study were to establish the effect of withdrawal of corporal punishment on student academic performance, to establish the alternative forms of disciplining children in primary schools, to examine the role of school administrators in discipline of children and to ascertain the relationship between student's discipline and academic performance. The study targeted Standard Six and Seven pupils and their teachers and parents. This study targeted 150 primary schools in the two Divisions in the District. The target population of the study was 300 pupils, 150 head teachers, 300 teachers and 150 parents. The study sampled 30% of the target population as the sample size and used purposive sampling on head teachers and simple random sampling for the parents, teachers and pupils. The researcher used questionnaires to collect data. Data was analysed using Statistical Package for Social Sciences. The findings indicate that most parents are opposed to the withdrawal of corporal punishment; disobedience and poor performance had increased following withdrawal of corporal punishment, and pupils did not keep the school rules and regulations. Guidance and counseling did not have any effect on discipline in the schools. The findings from this study would be useful to the Ministry of Education in formulating policies. The school administrators will use the findings in dealing with issues of indiscipline in schools.



## 1.18 SOCIO-CULTURAL FACTORS INHIBITING MANAGEMENT OF ACADEMIC PERFORMANCE IN PUBLIC PRIMARY SCHOOLS IN LUGARI DISTRICT, KENYA

JACKLINE WANYONYI, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISORS:** Dr. Peter Odera, Dr. Zachariah Kosgei

### ABSTRACT

This study investigated the influence of socio-cultural factors on the academic performance of Standard Eight pupils in North Division, Lugari District. The statement of the problem investigated inappropriate utilisation of socio-cultural factors in the study area. The objectives of the study were to: Determine the influence of family structures; establish the influence of parenting styles; establish the influence of parental level of education, and to find out the effect of gender stereotypes on the academic performance of Standard Eight pupils. This study was limited to one Division but it was significant as it was geared towards enriching the teaching pedagogy in schools. The findings were in agreement with Vygotsky's Socio-cultural theory on human learning that was revised by Lee & Smagorinsky (2000). Review of related literature helped in arriving at certain vital decisions. This study conceptualised socio-cultural factors as independent variables, academic performance as dependent variables, institutional processes as intervening variables and individual characteristics as moderating variables. Descriptive survey research design was used as it enabled collection of data about people's attitudes, opinions and habits. Purposive sampling technique was employed in selecting six public primary schools from which 24 teachers, 186 pupils and 186 parents were selected through simple random sampling to form a sample size of 396 respondents from whom data was collected and generalised. The instruments of data collection included questionnaires for teachers and pupils and classroom observation checklists. Interview schedule was conducted with parents. The data collected was coded and analysed using the Statistical Package for Social Sciences. Frequency tables and percentages were drawn to illustrate the findings. The findings revealed that pupils from stable families attained high grades as they were accorded the necessary assistance and psychological support unlike their counterparts from disintegrated families. The study established the importance of both parental responsiveness and demandingness as components of appropriate parenting which necessitates good results. Similarly, the researcher established that parental level of education and occupational class were more strongly associated with student's educational attainment. Lastly this research report recommended that parents and other socialising agents make an effort to expose both boys and girls by teaching them to be androgynous and responsive to the current trends in education.

## 1.19 IMPACT OF HEADS OF SCIENCE AND MATHEMATICS DEPARTMENTS ON THE IMPLEMENTATION OF CURRICULUM IN LARGER GATUNDU, KIAMBU COUNTY KENYA

PETER KEERU NDONGA, *Master of Education Planning, Management and Administration*

**SUPERVISOR:** Dr. Ogeta Norbert

### ABSTRACT

The purpose of this study is to explore the impact of the heads of departments of science and mathematics in the implementation of the curriculum in identified secondary schools in larger Gatundu in Kiambu County. Proper implementation of the curriculum will result, in good performance in national examinations. Although there are departments of science and mathematics in secondary schools, students are presented for final examinations before completing the prescribed syllabus. This can be attributed to inappropriate organisation of the departments and failure to monitor the implementation process adequately to ensure all is covered within the prescribed time. Well organised departments will ensure the necessary physical and human resources are available. The study will adopt a descriptive survey design. Random sampling will be adopted for the sample selection, a sample of 60 heads of departments and 30 principals will be selected. Questionnaires will be used for data collection from the heads of departments and the principals. The study will establish if there are functional departments of science and mathematics. It also seeks to explore the handicaps that make the departments not to accomplish their duties of full implementation of the curriculum. The findings of the study will help in creating awareness among the heads of departments on the various areas that need to be strengthened. Such areas may include proper management of their departments. This will involve planning, controlling, coordinating and leading their departments in order to fully implement the curriculum. The study will also help the administrators and policy makers to improve on areas that hinder proper implementation of the curriculum. It will also make significant input to the research work being carried out in the education sector. Data will be analysed using dummy tables where information will be recorded, edited coded, interpreted and presented using frequency distribution tables, graphs charts and percentages.

## 1.20 AN ASSESSMENT OF COMPETENCY BASED TEACHER EDUCATION PROGRAMMES IN TEACHER TRAINING COLLEGES IN MOMBASA AND TAITA-TAVETA COUNTIES, KENYA

GRACE N. MUCHOKI, *Master of Education Degree in Educational Planning, Management and Administration*

**SUPERVISOR:** Prof. John Aluko Orodho

### ABSTRACT

This study was carried out in Mombasa and Taita-Taveta counties. The purpose of this study was to assess Competency Based Teacher Education (CBTE) Programmes in Teacher Training Colleges in the two Counties. The objective of the study was to find out the extent to which CBTE was carried out in Primary Teacher Training Colleges (PTTC). Descriptive survey research design was used in the assessment of CBTE in Teacher Training College. A sample of 31 teacher trainers and 151 teacher trainees derived from the three PTTC was used. Purposive random sampling technique was used to select the Teacher Training Colleges (TTC). Stratified random sampling technique was however used to select the number of teacher trainees for the study while simple random sampling was used for the teacher trainers. For purposes of objectivity, both primary and secondary data was used in the study. Primary data was collected through interviews and questionnaires while secondary data was sourced from journals, professional reports and news prints. The theoretical framework was based on Social Learning Theory which stated that behaviour was learned through experiences with the environment and that cognitive factors influenced learning. Analysis of data was done using Statistical Package for Social Sciences and output exported to Microsoft Word in form of graphs and pie charts for purpose of reporting. The study concluded that there was practice of Competency Based Teacher education at Teacher Training Colleges, which was authenticated. The study also concluded that most Teacher Training Colleges lacked adequate resources, both financial and material that were necessary for effective management of institutions. Besides, Tutors in these institutions were not well motivated in terms of remuneration. The study recommended for allocation of more resources/funds to institutions of learning in order for such institutions to improve on existing teaching and learning resources, a pre-requisite for quality learning.

## 1.21 ROLE OF INSTRUCTIONAL SUPERVISION IN PROVISION OF QUALITY EDUCATION IN SECONDARY SCHOOLS: A CASE OF THIKA WEST DISTRICT

MARGARET WANGUHI MWANGI, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Dr. Hellen Mberia

### ABSTRACT

The study set out to investigate the role of instructional supervision in provision of quality education in secondary schools in Thika West District. The specific objectives of the study were: To determine the role of instructional supervision in improving quality; to establish the methods used; to identify the personnel involved, and to establish some of the challenges encountered in carrying out instructional supervision as well as how those challenges could be overcome. The study was guided by John Piaget's Theory of Cognitive Development (1964) which emphasized that effective supervision assists to translate abstract concepts into concrete facts thereby enhancing performance. It was further guided by the Complex Theory within the social sciences as described by Siemens (2008). This theory requires institutional leaders to recognise that the change they hope to see is incremental and that determination of the various elements at work is vital in order to persistently promote the best approaches to improved learning achievement. The study was an ex-post facto survey study that used a descriptive survey design. The target population for the study was 30 secondary schools in Thika West District. The schools in the district were divided into two strata; good performers and poor performers. 30% of all schools in each stratum were selected at random. The respondents for the study were head teachers and teachers. Ten out of 30 schools were sampled. Questionnaires were given to 40 participants and the results were analysed using descriptive statistics that included frequency counts, percentages and means. The findings of this study established that there is a connection between supervision work that is mainly done by the principal and the improved quality of student learning that can be traced from teachers becoming better instructors. Effective instructional supervision provided insight into the degree of success based on the set goals and objectives. This helped in reflections and timely actions thereby improving quality of education. The study recommended that for secondary schools to fully benefit from instructional supervision, head teachers and teachers need to restructure their programs so as to fit each school's unique circumstances in a way that the programs become part of a long-term reform plan.

## 1.22 ROLE OF TOTAL QUALITY MANAGEMENT IN THE ACADEMIC PERFORMANCE OF STUDENTS IN SECONDARY SCHOOLS IN MURANG'A EAST DISTRICT, MURANG'A COUNTY, KENYA

JOHN IRUNGU JOSEPH, *Master of Education Degree in Educational Planning, Management and Administration*

**SUPERVISOR:** Prof. John Aluko Orodho

### ABSTRACT

Despite the fact that Total Quality Management (TQM) in education is key to a school's success in terms of its mission, goal and objectives, there has been serious concerns expressed by the government, politicians and the general public over what they perceive as lack of inadequate quality management practices in schools. The purpose of the study was to find out the role of Total Quality Management in the academic performance of secondary schools in Murang'a East District, Murang'a County, Kenya. The objectives of the study were: To establish the extent to which secondary schools employ TQM principles; find out the effects of TQM on academic performance of secondary schools; find out the factors that hinder school administrators from employing TQM at their schools; and to establish ways through which school administrators can be empowered to employ TQM principles in school management. The study was guided by Crosby and Demings model of TQM. The study findings may be of benefit to the government because it would gain data on the school-based management practices employed at secondary schools and how these influence the quality of education. This would help in effective policy formulation for improving the quality of education at the national level. The findings of the study may also help school managers/principals gain data that would help in self-appraisal of their effectiveness in school management. The study employed a descriptive survey design to target all the 29 headteachers and 226 teachers in all the 29 secondary schools in Murang'a East District. Stratified sampling was used to select participating schools; each strata representing boys' boarding, girls' boarding and mixed day schools. Thereafter, 20 out of 29 schools were selected randomly to participate in the actual study. All the 20 headteachers from the sampled 20 schools would automatically qualify to take part in the study; while simple random sampling was used to select 100 teachers (five per school), yielding a sample size of 120 respondents. Data was collected using questionnaires for head teachers and teachers. The pilot study enabled the researcher to test the reliability of the instruments. Data was both qualitative and quantitative. Descriptive statistics were used to analyse the quantitative data obtained while content analysis was used to analyse qualitative data. The study established that most schools were adhering to leadership, quality planning, human resource and employee empowerment principles to enhance TQM. It was established that most of the schools had an improvement in academic performances from year 2010 to 2011. However, the study revealed that among the schools that were registering improvement in academic performances, most of them had a very slight improvement and a few of them registered decline in academic performances. This shows that TQM was not applied in all schools in Murang'a East district. The major challenges that undermined implementation of TQM in schools were: High employee turnover making it difficult to empower employees; inadequate funds used for training (workshop/seminars) of employees, and poor remuneration of teachers. The major challenge faced was inadequate time and finances to implement the plans. The study also recommends that the school management should adopt a hybrid approach in the implementation of TQM.

### 1.23 IMPACT OF LANGUAGE DEVELOPMENT DIFFICULTIES ON LEARNING IN EARLY CHILDHOOD EDUCATION – A STUDY OF MAZERAS ZONE, KASEMENI DIVISION, KINANGO DISTRICT, KWALE COUNTY, KENYA

MAUNDU M. DANIEL, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISORS:** Prof. Chegge Mungai, Umi Kugula

#### ABSTRACT

The report investigated the impact of poor language acquisition on learning by early childhood learners in Mazeras zone, Kasemeni division, Kinango District. The study found out how poor language acquisition is related to poor performance in learning. It identified possible solutions to the problem. The researcher used both quantitative and qualitative approach in the study. The selections of the tools and instruments favored the teachers and other respondents. A questionnaire was designed and was filled by 40 respondents. Data was analysed and presented in frequency distribution tables, pie-charts and graphs. The suggestions provided will make the Government to intervene so as to uplift the standards of learning in all ECDE Centres in Mazeras zone, and the whole country.

## 1.24 CHALLENGES FACING TEACHERS IN ENHANCING DISCIPLINE AMONG SECONDARY SCHOOL STUDENTS IN KURIA WEST, MIGORI COUNTY

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**SUPERVISOR:** Dr. John Aluko Orodho

### ABSTRACT

Although discipline is at the epicenter of success for any school, the number of indiscipline cases in Kuria West, Migori County has escalated over the years especially after the ban on corporal punishment. This has not only resulted in the loss of property through wanton destruction but also loss of life. The trickle-down effect has also impacted negatively on the quality of education at secondary school level in the County. To this end, the purpose of this study was to investigate and analyse the challenges facing teachers in enhancing discipline in secondary schools in Kuria West, Migori County. The objectives were: To assess nature of discipline cases which are rampant in schools; to assess the measures being taken to deal with rising indiscipline, and to investigate the alternative approaches to the challenges facing teachers in Kuria West. The survey design using an evaluative approach was adopted. The study population comprised 56 principals and 560 teachers. Stratified random sampling was used to identify 20 secondary schools out of 56, 20 principals and 100 teachers out of 560 teachers in Kuria West. They were selected purposively on the basis of those with high and low indiscipline cases. This resulted in an overall sample size of 120 respondents comprising of 20 principals and 100 teachers for the study. The study used a questionnaire and focused interview to collect data for the study. One hundred teachers were given self-administered questionnaires while 20 principals were interviewed. The questionnaires and focused interviews were piloted to determine the reliability. A test-retest method was used to estimate the degree to which the same result could be obtained with repeated measure of accuracy. The information given in the questionnaires was treated with a lot of confidentiality. Data collected through questionnaires was edited, coded and analysed using descriptive statistics in a form of frequencies and percentages while data collected using interview schedule were audio taped and transcribed into themes, categories and sub categories. It was analysed using summary tables for the purpose of data presentation and interpretation. The major findings of the study revealed that indiscipline was caused by negative peer influence, poor parenting, socio-technological change, drug and substance abuse. These were manifested in truancy, fighting, and absenteeism, use of vulgar language, laxity, noise making, poor dressing, and unkemptness. The measures used to contain these manifestations included manual punishment, suspensions, expulsion, reprimand and corporal punishment. The conclusion is that the use of these approaches was not effective and required corrective measures such as guidance and counseling as opposed to the more punitive approaches. The challenge was that these corrective measures, especially guidance and counseling were not being adequately used due to inadequacy of qualified teachers with the requisite skills. It is therefore recommended that the Government of Kenya through the Ministry of Education intensify and give priority to training of guidance and counseling of teachers to assist in the enhancement of discipline in schools. The District Education Officer's office may use the findings of the study to sensitize stakeholders on the significance of using guidance and counseling to promote discipline among the secondary school students in Kuria West.

## 1.25 INFLUENCE OF STRENGTHENING OF MATHEMATICS AND SCIENCES IN SECONDARY EDUCATION TRAINING ON STUDENTS' PERFORMANCE IN MATHEMATICS IN KONAIN, BOMET COUNTY, KENYA

SAMMY KIPKIRUI CHERUIYOT, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Dr. Fredrick O. Ogola

### ABSTRACT

Strengthening of Mathematics and Sciences in Secondary Education (SMASSE) training is an educational innovation and an initiative of the Government of Kenya with support of the Japanese International Cooperation Agency. It was launched in 1998 out of the need to improve performance in the crucial Mathematics and Science subjects that had been hitherto unimpressive. Schools in Kenya have failed to adequately provide the needed scientific and technological manpower for development, subsequently, resulting into poor performance in Mathematics. It remains unclear whether SMASSE training of teachers affected the performance of students in Mathematics in secondary schools. The purpose of this study was to find out the influence of SMASSE training of teachers on performance of students in Mathematics. The study was guided by Kurt Lewin's Unfreezing -changing-Freezing model as its theoretical framework. The study was carried out in Konoin district secondary schools amongst the school head teachers and teachers. Ex-post-facto research design was adopted. To obtain the study sample, purposive and cluster sampling techniques were employed. A sample of 50 respondents made up of 25 head teachers and 25 Mathematics teachers was used. Data was collected using containing both structured and unstructured questions. Data was analysed qualitatively and quantitatively using descriptive statistics (frequencies and percentages) with the aid of Statistical Package of Social Sciences. The results were presented in form of charts and tables. The findings showed that: Students' performance in Mathematics had not improved despite the fact that teachers had undergone SMASSE training; majority of Mathematics teachers of secondary schools in Konoin had a positive attitude towards SMASSE, since they attributed their ability to deal with the learner's problems more adequately to it; most of the teachers believed that SMASSE training enhanced their ability to handle their learners and their difficulties better; The attitude of teachers towards the organisation of SMASSE training was positive; and majority of the teachers were willing to attend SMASSE training. The main strategies suggested by the secondary school head teachers included; regular monitoring of student performance in Mathematics; the school needs to be careful in making the choice of trainers; and there should be promotion of favourable attitudes towards mathematics amongst students. It was therefore concluded that SMASSE training did not influence students' performance in mathematics in Konoin Division, despite the teachers positive attitude and effort put in to ensure that the ideals of SMASSE training are entrenched in the learning process. Following this, the study recommended that school managers in liaison with the Ministry of Education consider: Organising more in-service trainings and SMASSE training to train teachers in Mathematics; ensure that professionalism is upheld in while making a choice of SMASSE trainers; carry out regular monitoring of student performance in Mathematics, and organise sensitization workshops to inform the teachers of the importance SMASSE training. The study findings provide monitoring and evaluation information about the SMASSE project implementation. Results of this study could be of use to the Ministry of Education and SMASSE administrative team, policy makers, teachers, students and other stake holders in education.



## 1.26 EFFECT OF INCENTIVES ON TEACHERS' PERFORMANCE AS PERCEIVED BY PRIMARY SCHOOL TEACHERS IN ELDORET MUNICIPALITY, UASIN-GISHU COUNTY, KENYA

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**SUPERVISOR:** Dr. Chang'ach K. John

### ABSTRACT

Incentive systems are an important part of organisational motivation and are central to helping understand the forces that drive an organisation. Incentive systems can encourage or discourage employee and work group behaviour. Therefore, this study set out to assess the effects of incentives on primary school teachers' performance. The objectives of the study were: To investigate the performance evaluation practices used in public primary schools and its effect on teachers' performance; to assess the teachers' perception on the effectiveness of incentives on teachers' performance; to establish the reward practices used in primary schools, and to investigate the challenges facing school managers in improving teachers' performance. This study adopted the reinforcement theory, based on Thorndike's Law of Effect, which simply looks at the relationship between behavior and its consequences. This theory focuses on modifying an employee's on-the-job behavior through the appropriate use of positive reinforcement rewards desirable behaviour. The study adopted a descriptive survey research design. The target population comprised of 42 public primary schools with head teachers, teachers, and parents being the target population. The study sampled 30% of the schools, hence 12 schools. Random sampling was used to select 157 teachers from the 12 selected schools while 36 respondents from school management committee was selected purposively, three from each school. All the 12 head teachers from the selected schools were sampled purposively. The primary data was collected by use of questionnaires and interviews. Data collected was analysed both quantitatively and qualitatively. Descriptive analysis was presented in form of frequency distribution tables and graphs. Qualitative data was analysed thematically by creating categories, themes and patterns. Summary of the findings were: Schools use the academic performances as an evaluation practice, while the teachers' employer considers continued development and expansion of skills as a pay decision/promotion guideline. The teachers are highly motivated by the use of incentives and recognition in boosting their working morale and increasing work competition. Teacher's involvement in rewards decision making practices had an influence in performance. It made the teachers to have a sense of belonging and helped in improving their commitment to work. The study recommends the following: Teachers' employer in co-ordination with the school management should devise a concrete formula in relation to teachers' evaluation, performance and payment to reflect their workload; the ministry should improve the teacher-pupil ratio in schools, to ease the burden the teachers face due to high enrollment in schools; parents should be involved in all activities that are carried out by the school and participate in rewarding the teachers in order to increase performance of the school, and that comprehensive policy should be developed that defines the various components of stakeholders, as well as what roles parents, community, the Ministry of Education and the local authorities should play in enhancing the teachers' performance. The study findings are of great benefit as it will guide and assist the school managers and the ministry in motivating teachers.

## 1.27 AN ASSESSMENT OF THE IMPLEMENTATION OF PROCUREMENT POLICY ON SCHOOL FINANCIAL MANAGEMENT: A CASE OF PUBLIC SECONDARY SCHOOLS IN ELDORET SOUTH CONSTITUENCY, KENYA

EDNAH NGASURA, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISORS:** Dr. Ochieng Pamela, Dr. Richard Rono

### ABSTRACT

The purpose of this study was to assess the implementation of procurement policy on school financial management. The study objectives were to: Identify the knowledge and skills possessed by procurement committee members in financial management in public secondary schools in Eldoret South Constituency; find out the levels of awareness of procurement process among procurement committee members in public secondary schools; investigate procurement practices in public secondary schools, and examine the implementation of procurement policy in public secondary schools. This study adapted descriptive survey design which was appropriate as it was deemed to provide information on samples that were collected, and also discovered the occurrences in the area of study. The researcher targeted 37 secondary schools out of which 11 public secondary schools and 310 respondents were included. Stratified simple random technique and purposive sampling were used to select a sample size of 93 respondents, representing 30% of the target population. The instruments of data collection were questionnaire and interview schedule. The purpose of the interview schedules was to solicit for more information from the respondents and to assist the researcher to cross check biases when analysing data. The data collected was analysed using descriptive statistics and percentages, which gave ways and means of interpreting data, condensing information and presenting information in both numerical and graphical terms. The study was based on the New Public Finance Management Theory by Manning (2001), which emphasises the overall ethos for reforms by allowing managers to manage, and making managers accountable. The study found out that committee members have very little knowledge as to what they are supposed to be doing. The members too do not have relevant training in procurement nor even in financial management as a whole. Further, it was evident that the commitment level of the members was not optimum as some leave this task to engage in farm activities hence undertake it as a by-the-way. There is also the aspect of bureaucracy in many operations, unnecessary delays, malpractices such as corruption and embezzlement of funds as well as lack of appropriate record keeping. This study concludes that the procurement policy is handled by incompetent drivers. These drivers are most likely not to deliver to the expected output level. This poses a danger in terms of the implementation of the procurement policy. To this, the study recommends a review of the existing committees after which other committees should be reconstituted to suit the minimal requirements.

## 1.28 CHALLENGES FACING PUPILS WITH TOTAL BLINDNESS IN LEARNING MATHEMATICAL CONCEPTS: A CASE STUDY OF LIKONI PRIMARY SCHOOL FOR THE BLIND MOMBASA COUNTY, KENYA

FATUMA SULEIMAN TABWARA, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Dr. Collins Ogogo

### ABSTRACT

Investigating the challenges faced by pupils with total blindness in learning mathematics at Likoni School for the Blind in Mombasa County, Kenya was the hall mark of this study. Mathematics is a field which has been considered beyond the capacity of the blind to master. Mathematics cultivates thinking and reasoning skills. Objectives of the study were: To find out if there are adequate mathematics learning resources available to be used by learners with visual impairment; investigate challenges faced by learners with visual impairment in learning mathematics; investigate whether the learners face challenges in understanding mathematical concepts, and suggest intervention strategies to improve learning for learners with visual impairment. Purposive sampling technique was used as a sampling strategy which targeted only learners with total blindness. A sample size of 25 totally blind pupils was selected from classes 4, 5, 6, 7 and 8. Questionnaires and learning resources check lists were the primary data gathering instruments which were carefully designed to provide adequate coverage for the research. The instruments were then piloted with the aim of identifying ambiguous items for clarity. Data was collected and analysed using both qualitative and quantitative research method. The qualitative analysis was used to explain the details of the findings and the quantitative techniques were used to illustrate findings through graphs, pie charts and tables. The study revealed that learners with total blindness need a lot of memorisation to study procedures rather than formula or methods in a mathematical concepts lesson. The major findings were that there was lack of flexibility in problem solving and in calculations of mathematical tasks. The study further found that Blind pupils were not exposed to the use and application of Braille campuses and other geometrical drawing tools. The study concludes that blind pupils should have an exposure in the use and application of mathematical tools at an early stage. The study further suggests that Braille notation challenges can be overcome by exposing learners to geometrical measurements and construction using Braille mathematical tools at an early stage.

## 1.29 EFFECTS OF DELEGATION OF DUTIES AND RESPONSIBILITIES IN MANAGEMENT OF PRIMARY SCHOOLS IN KOSIRAI DIVISION, NANDI NORTH DISTRICT, KENYA

WILLIAM KUTTO KIPROP, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISORS:** Dr. Lydia Kipkoech, Dr. Richard Rono

### ABSTRACT

This study investigated the evaluation of effects of delegation of duties and responsibilities in management of primary schools in Kosirai Division of Nandi County. The objectives of this study were: To identify forms of delegation used by primary school head teachers; determine the suitability of the techniques used for delegation by primary school administrators; determine the effect of delegation on management of schools, and to identify challenges that school head teachers in Kosirai Division face in delegating duties and responsibilities to the teachers in their schools. The study was based on human resource model of management derived from the Dual-Model Theory advanced by Miles (1975). The targeted population for this study was 289 teachers in Kosirai Division from a total of 45 public primary schools. The total sample size was 116 representing 40%. The sample was selected using stratified technique to pick 18 schools from both Mutwot and Lelmokwo zones. A total of 18 schools were randomly selected from Lelmokwo and Mutwot zones. All head teachers from the 18 sampled schools were purposively selected and a random sample of 98 teachers was selected. The data collection tools used included questionnaires and interview schedule. Piloting was carried out in 4 schools in Kipkaren Division and the reliability of the instrument was ascertained by use of split-half technique where a coefficient of 0.643 was obtained. The study employed the descriptive analysis. The study established that teachers have positive attitude towards delegation and that most of them were keen on accomplishing tasks assigned to them by their head teachers for example meeting in deadlines. However, some teachers were unwilling to accept delegation of duties. Therefore, there is need for the school managers to encourage teachers by giving rewards for good performance, and use appropriate written/formal communication to initiate delegation. Head teachers require more training in personnel management on delegation. They should be able to embrace teachers' ideas and periodically evaluate progress of delegated duties.

### **1.30 CHALLENGES FACING SCHOOL ADMINISTRATORS IN ENFORCING STUDENTS' DISCIPLINE IN PUBLIC SECONDARY SCHOOLS IN YATTA DISTRICT, MACHAKOS COUNTY, KENYA**

JUSTUS MBAE MIRITI, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Prof. John Aluko Orodho

#### ABSTRACT

Indiscipline in schools is a universal problem. The rise in indiscipline has been observed in secondary schools since the introduction of new policies on discipline and the ban on corporal punishment. Yatta District has also been rocked by school indiscipline including violent riots. This study aimed at finding out the challenges faced by secondary school administrators in enforcing discipline among students. The objectives of the study were: To find out the various methods used by the school administrators to enforce students' discipline; to find out the extent at which school administration involve students in maintaining discipline in the school; to solicit views from the secondary school administrators on the various causes of students indiscipline in Yatta district; to find out the challenges faced by secondary school administrators in implementation of policies regarding discipline enforcement. The researcher adopted descriptive survey in which data was collected using questionnaires, observation guides, check list and interview schedules. Data was analysed using descriptive statistics and displayed in form of charts and tables. The study drew from Contingency Theory of Leadership Effectiveness by Fieldler (1922). Sixty three secondary school administrators were interviewed. The study found out that punishments, discussing with parents, guidance and counseling, use of clubs and societies and suspension of students from school were among the most frequently used methods in enforcing school discipline. School administrators involved students in discipline enforcement in ways like; making school rules and regulations, selection of prefects, peer counseling, holding students' barazas, using leaders of clubs and societies for guidance and counseling and empowering prefects to enforce discipline in the absence of teachers. The major challenges found to be facing administrators were lack of cooperation from parents, lack of cooperation from students, lack of support of the school administration from the local community and poor implementation of the discipline policy by the Government. The various common causes of indiscipline included; poverty, peer influence, discipline policy conflict, poor upbringing, community influence and low entry behavior of students. Thus it is recommended that the government get involved in discipline enforcement such as empowering school administrators by reviewing discipline-related policies, facilitating awareness meetings for parents on school discipline and considering full sponsorship for those students from poor families.

### 1.31 INFLUENCE OF FREE SECONDARY SCHOOL EDUCATION ON PROVISION OF QUALITY EDUCATION IN KENYA: A CASE OF PUBLIC DAY SECONDARY SCHOOLS IN NAKURU NORTH DISTRICT, KENYA

DAVID WAMBIRU NJENGA, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Prof. Tom Nyamache

#### ABSTRACT

Financing secondary education is a great challenge to both governments and households. Secondary education, globally and specifically, in most African countries tends to be the most neglected, receiving on average 15-20% of state resources. Household burden in financing secondary education is also high. Thus, cost is a key barrier to transitioning from primary to secondary school for the poor, who form the majority in sub-Saharan Africa. It is upon this background that the Government of Kenya introduced Free Secondary Education (FSE) in the year 2008. However, its influence on provision of quality education is still unclear and therefore needs to be investigated and documented. This study sought to assess the influence of (FSE) on provision of quality education in public day secondary schools in Nakuru North District. This study was guided by Human Capital Theory. The study adopted the descriptive survey design. The study population included all head teachers and student leaders of day secondary schools in Nakuru North District. The study targeted all the head teachers of the day schools and student class representatives (Form 3 and Form 4) in the target day secondary schools. The study sample was made up of 19 head teachers and 364 students, thus totaling to 383 respondents drawn from 19 public day secondary schools. Secondary data for the study was collected from school records and the District Education Officer's office, Nakuru North District. This study used questionnaires to collect primary data. The questionnaires were pilot tested and a Cronbach coefficient alpha of 0.708 was obtained. The collected data was coded, edited for errors and then analysed. Descriptive statistics and non-parametric tests were computed with the aid of SPSS version 12.0. The study found out that despite the four years FSE has been in operation, its objectives have been focused more on the universal access rather than quality of education offered. It also appeared that very little review has been done to establish whether the FSE goals other than access, have been achieved. It was also established that there was a marginal improvement in academic performance of students in KCSE. This information is hoped to be useful to the government, school management and stakeholders in addressing the challenges associated with FSE for the enhancement of students' performance in public day secondary schools.

### 1.32 CHALLENGES FACING STUDENT LEADERS IN MANAGEMENT OF DISCIPLINE: A CASE OF SECONDARY SCHOOLS IN KOSIRAI DIVISION, NANDI COUNTY, KENYA

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**SUPERVISORS:** Dr. Pamela Ochieng, Dr. Lydia Kipkoech

#### ABSTRACT

Student leaders in school play a very important role in enhancing discipline among the students. However, they have been faced with a lot of indiscipline challenges from the students, making it difficult for them to perform their management duties in secondary schools in Kenya. The purpose of the study was to find out the challenges facing prefects in the management of discipline in secondary schools in Kosirai Division, Nandi County. The objectives were to: Investigate the drug-use related challenges facing student leaders in discipline management; establish the academic performance related challenges facing student leaders in discipline management; find out parental expectation challenges facing student leaders in discipline management, and find out school management expectation challenges facing student leaders in school discipline management in Nandi County. This study was based on classical theoretical framework by Lunnenberg (1992), which asserts that student leaders must have authority in order for them to perform their duties effectively. The study adopted descriptive survey design. Questionnaires and interviews were used to collect data. Data was analysed both quantitatively and qualitatively and presented in form of frequency tables. Chi-square and correlation analysis were adopted to test the relationship between the study main variables. High confidentiality was assured to the respondents during the collection of research data. Data was presented in form of frequency distribution tables. SPSS was used for data analysis. A total of 183 students/student leaders, 50 teachers and 12 deputy principals were conducted for the study. The study findings indicated that there is use of drugs amongst high school students and that student leaders encounter problems when dealing with students who use drugs and thus end up performing poorly as they tend to use much of their time in dealing with discipline problems amongst drug abusers. The parents in most cases do not want their daughters/sons to be student leaders as they believe that being a prefect affects one's performance. Studies on drug abuse amongst students should focus on the causes of drug abuse and there should be a concerted effort by all the education stakeholders to minimise drug abuse among the youth. The study recommended that most studies on drug abuse have fallen short of identifying the root cause of the problem. Therefore studies should focus on the causes of drug abuse/use by secondary school students. The role of student leaders in discipline management should also be redefined to avoid conflict amongst the students and student leaders. The study is expected to contribute to the advancement of knowledge about student leaders' involvement in management of discipline and the challenges that they face in secondary schools. It will lead to the improvement of the implementation of an effective and efficient management system in secondary schools. The study will be of immediate benefit in formulating policies governing management systems in secondary schools. Similarly, results of this study will enlighten secondary school management on how they can improve prefect performance in management of discipline in school. Finally, the study will form a base on which other researchers will develop their studies related to the student leaders system.

### 1.33 IMPACT OF THE SCHOOL BUDGET ON SECONDARY SCHOOLS ADMINISTRATION IN MARAKWET WEST DISTRICT, KENYA

EDWIN K. KISANG, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISORS:** Dr. Pamela Ochieng, Dr. Zachary Kosgey

#### ABSTRACT

This study was carried out in Marakwet West District, Kenya to determine the impact of the school budget on secondary schools' administration. Tuition budget, activity budget, boarding budget, personal emolument budget and the challenges of budget administration exemplified the school budget while implementing and overseeing teaching, learning, purchase of games equipment, participation of students in extra curricular activities, provision of food, beds and dormitories for students as well as payment of workers salaries and allowances exemplified school administration. The study was intended to establish and recommend budgetary strategies and principles that could raise the state of secondary school administration in Marakwet West District. This was in view of the fact that inflation had risen over the years yet school budget had remained the same. The study was conducted through descriptive survey study design. Data was collected in July, 2011 using a questionnaire and interview techniques from 16 heads of secondary schools purposively sampled from the accessible population. Document analysis on the schools was also done using records at the local education office. Analysis was done using descriptive statistics and presented in tables. The study established that the status of tuition budget, activity budget, boarding budget and personal emolument budget were each inadequate, and negatively affected the school administration. The challenges of budget administration also affected school administration. The study concluded that the insufficient school budget impacted negatively on school administration in Marakwet West District. It recommends that the school budgetary allocation be increased and reviewed on yearly basis in order to take care of changing economic trends. The researcher recommends that a study be carried out to determine the state of schools financial management. Prudent financial management could enhance the administration of secondary schools.



### 1.34 HEAD TEACHERS MANAGEMENT OF RESOURCES FOR IMPLEMENTATION OF INTEGRATION PROGRAMMES FOR THE INTELLECTUALLY CHALLENGED LEARNERS IN PRIMARY SCHOOLS IN MAARA DISTRICT, KENYA

CAROLINE KAARI MPUTHIA, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Prof. Malusu J. M Phd

#### ABSTRACT

Special needs education is an important field to the Ministry of Education and to the Government at large. Most learners require a lot of resources to enable them understand a concept being taught. However the problem of management of resources is a major challenge in integrated programmes for the intellectually challenged learners. The ministry has put a lot of efforts in developing Special Needs Education for these special needs children. For effectiveness, the ministry has allocated extra funds for the Special Needs Children. It is not clear if these resources are adequate or if these resources are well utilised and no study has been carried out to investigate the problem. This study sought to investigate the head teacher's management of resources for the implementation of integrated programmes in Maara District. The study utilised a descriptive survey research design. The target population of this study comprised of 11 head teachers, 40 teachers for integrated programmes for intellectually challenged learners and 1 DQASO in Maara District. The sample size for the study was 37 subjects comprising of 10 head teachers, 26 teachers and 1 DQASO. Data was collected using questionnaire for head teachers, teachers and an interview schedule for DQASO. One school outside the study sample was used in the pilot study. The split half technique of measuring reliability of the instruments was used to compute the reliability of the instruments. A correlation co-efficient of 0.7 and 0.72 were attained for, teachers, and DQASO respectively. Data collected using questionnaires was analysed by the use of descriptive statistics namely; frequency counts and percentages using SPSS version 17 for windows. Data generated from the interview was also coded and analysed descriptively and findings discussed thematically. The study established that most of teaching and learning resources were not available in most of the schools. Books were inadequate in most of the schools. The study further established that furniture, classrooms, chalkboards and latrines were adequate. The study established that headteachers did the inspection to the school facilities; the head teachers ensured that there were enough learning resources for all students. The integrated programmes have well maintained classrooms; do not have well maintained furniture, and resource rooms. Teaching staff was inadequate, students and staff were provided with essential stationery in time, headteachers were not effective in recruitment of support staff and motivating staff. The study further established that headteachers did not have management skills in management of the resources, inadequate school structures, and few SNE trained teachers, Lack of enough teaching and learning resources and Breakages and damages of resources by learners. Truancy, lack of strategic plans by the schools, high cost of living and materials and instability of prices for commodities in the market were also highlighted as challenges. This study concludes that head teachers were found to be relatively effective in most of the aspects of integrated programmes resource management which included: physical, material, human and financial resource management. The headteachers to be appointed to head integrated programmes should also be trained on the various resources and needs for mentally handicapped. The researcher recommends that the government should increase its budgetary allocation to public primary schools with integrated programmes, and employ more SNE trained teachers to cater for the shortage of teachers in the integrated programmes. The researcher recommends that there should be increased involvement of the head teachers and SMC with other stakeholders in decision making.

### 1.35 **IMPACT OF MANAGERIAL PRACTICES ON SERVICE DELIVERY: A CASE OF PUBLIC EARLY CHILDHOOD DEVELOPMENT AND EDUCATION TEACHERS' TRAINING COLLEGES IN COAST PROVINCE, KENYA**

MWANGI JEREMIAH GICHUHI, *Master of Education in Educational Planning, Management and Administration*

#### ABSTRACT

Early Childhood Development and Education (ECDE) is one of the key areas that need intervention in education reforms in Kenya today. In particular, teacher education for ECDE has historically been given very little attention by the government, hence leading to many non-professionals to run the field as a business. This has compromised on the quality of teacher training which may impact negatively on the learning of the children. This study therefore sought to examine the impact of managerial practices on service delivery, a case of public early childhood education teachers training colleges of Coast region in Kenya. The study was conducted in Kenya in five districts namely: Taita-Taveta, Kwale, Mombasa, Kilifi and Malindi. Descriptive survey design was used which helped to establish the impact of managerial practices on service delivery in ECD teachers training colleges, offering early childhood type of education. The target population was five public ECDE teachers training colleges with a total enrolment of 855 trainees, five principals, and 60 trainers. This comprised a total of 920 respondents all in the targeted colleges. Only a representative sample of 92 respondents was studied where five principals were sampled using purposive sampling which adds to 97 respondents. Semi structured questionnaires were used to draw up data which was processed and analysed using statistical package for social science. The findings of the study revealed that most ECDE college heads in coast province possess adequate managerial skills necessary for growth and development of their respective institutions and hence quality education. However, it was revealed that the provision of adequate facilities that enhance learning, a role vested in the institutions' heads was wanting. The study concluded that careful selection and thus application of sound managerial practices impacts positively on service delivery, a key driver to quality learning in early childhood education and development. Based on the findings, the study recommended total government involvement and other stakeholders in supporting early childhood education in coast province and in Kenya at large.

### 1.36 CHALLENGES FACED BY SCHOOL ADMINISTRATORS IN IMPLEMENTATION OF SUBSIDISED SECONDARY EDUCATION IN MOMBASA DISTRICT, KENYA

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**SUPERVISOR:** Prof Malusu J M

#### ABSTRACT

The Administrator is the pivot around which many aspects of the school revolve, being the person in charge of every detail of the running the school, be it academic or administrative functions within the school environment. The purpose of carrying out this study was to examine the challenges faced by schools administrators' in the implementation of subsidised education in public secondary schools in Mombasa District. The specific objectives for the study were: To establish the effectiveness of subsidised education in public secondary schools in Mombasa District; to examine the challenges faced by school administrators' in the implementation of subsidised education and to establish some of the possible solutions to the challenges. Descriptive research design was used in this study. Purposive sampling was also used to draw up a sample size of seven out of the 13 public schools in the district. Questionnaires were used as instruments for collecting data from the principals and head of departments. Validity of the instruments was done through experts in research and piloting. Reliability was tested by subjecting the instruments to a pilot study through the split-half techniques and then spearman brown prophesy formula was used to compute a reliability coefficient which was established at 0.98. The data collected was processed and analysed using SPSS package and output in Microsoft Word 2010. The findings revealed that the implementation of subsidised secondary education in Mombasa District faced many challenges which are attributed to high enrollment, high drop-out rate, low transition rate and inadequate funds among others. To that effect, increased funding of schools was the remedy to the challenges. Based on the study findings, the study recommended for increased funding of the programme as such would drive to alleviate the said challenges. Main challenges noted were high student enrollment, increased workload and inadequate learning resources.

### 1.37 ROLE OF PRIVATE SECTOR IN FINANCING INFRASTRUCTURAL DEVELOPMENT OF SECONDARY SCHOOLS IN CENTRAL DIVISION OF GARISSA COUNTY, KENYA

ABDIRAHMAN ISMAIL ABDI, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Prof. Malusu Joseph

#### ABSTRACT

This study was carried to investigate the extent to which the private sector of the economy has contributed towards financing infrastructure of secondary education in central division of Garissa County. The contribution and infrastructure development was identified and analysed. The research focused on the role of private sector in financial and material contribution towards infrastructure development in secondary schools of central division of Garissa County and in turn evaluates the successful trends of its implementation with a view to examine the challenges experienced by the donors and the beneficiary institutions. This study is ought to help the government to strengthen the private sector of the economy to support secondary education in Garissa County and other parts of the country. It also provides information on the desirable role of the non-governmental sector of the economy in financing Secondary education especially in the improvement of infrastructure and learning facilities. All stakeholders in education fraternity (parents, public and teachers) in general will benefit from the study. This will provide confidence in non-governmental sector in its role in the development of Secondary education. Structural Functionalism Theory guided the study. This theory attempts to provide an explanation on how human society is organized and what each of the various society institutions does in order for society to continue existing. The study finds out how the private sector, which is part of the society, takes part in the development of educational institutions in terms of infrastructure for the betterment of the society. Sample population comprised of Education Officers, Private sector officers, Principals of secondary schools, Senior teachers and students were selected. The research instrument used was questionnaires, personal interviews and reviewing of the related literature. The researcher visited eight secondary schools and administered an interview to Principals and questionnaires to two senior teachers and six students from each school. Education officers and officers working with the private sector were also interviewed in their respective offices. The responses were analysed and summarized. Conclusion drawn from the findings indicated that the private sector contributes greatly in funding the secondary education infrastructural development. This removed the burden of financing secondary school from the parents and in turn, the government and donors support the provision of infrastructure and facility to the schools. The funds administrators need training of procurement guideline of the ministry of education and record keeping and TSC to recruit more teachers. The private sector ought to diversify support to secondary schools to provide quality education . The research can be put in replication to allow both the investigation of other levels of education and selection of other specific areas.

### 1.38 AN ASSESSMENT OF CAREER GUIDANCE IN ASSISTING SECONDARY SCHOOL STUDENTS DETERMINE ELECTIVE SUBJECTS: A CASE OF GITHUNGURI DISTRICT, KIAMBU COUNTY

NJOROGE EDITH NDUHI, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Dr. John Aluko Orodho

#### ABSTRACT

The aim of the study was to identify the role of career guidance in assisting secondary school students determine elective subjects in Githunguri District of Kiambu County, Kenya. The study concentrated on the factors which students consider while choosing elective subjects at the end of their second year in secondary school, and whether the career guidance offered in their institutions had an impact while they were choosing the subjects. The narrowing of the subjects studied is a requirement by the Kenya national Examinations Council (KNEC), in which the students are required to take a maximum of nine subjects and a minimum of seven from a list of 11 that they take during their first two years in secondary school. The choosing of subjects by students was the main area of research because as things stand today, the career guidance offered in most institutions lacks the necessary guidelines in modeling students, so that they can make the right decisions based on abilities and interests. Many cases have been sighted where students have been forced to study some subjects in form three that they have no interest or ability to study, hence leading to increase in failure rate in KCSE results. This study expected to come up with clear criteria that can be used by teachers in guiding the students to choose the right subjects to study at the beginning of their third year of study. As was noted in 2007 (KCSE) result analysis of Kiambu County, most students do not prefer taking physics and Christian Religious Education despite the adequate facilities available for such subjects. This research was therefore going to determine how career guidance is conducted in the schools, determine the role of career guidance in assisting students make choice on elective subjects and also to investigate whether students understand the relationship between subject choices and career expectations. The study covered Githunguri District of Kiambu County which has more than a quarter of schools found in the County and therefore, provides a suitable population for the study. The instruments used in data collection included questionnaires for both teachers and students and an interview schedule for teachers. The questionnaires were presented to both teachers and students of the sampled schools. The administration of the interview schedule was through face-to-face interview by the researcher. The study used descriptive research design, surveying method was used as it is the most widely used design in the Educational research. The data from this study was analysed using Statistical Package for Social Sciences (SPSS) that utilized both quantitative and qualitative methods. There was use of pie charts, percentages, graphs, frequency tables, means and modes to present the data. The study revealed that fifty percent of career masters had been appointed by Teachers Service Commission (TSC) in Githunguri district, seventy four percent of schools interviewed still forced students to take particular subjects, eighty-eight point three per cent of student respondents were aware of the existence of career guidance service in their schools and seventy-four point three of students respondents had elective subjects imposed on them due to school policy. From these findings, though many student respondents were aware of career services in the schools, however, the school policy in some schools did not allow the students to choose freely. Such a policy should be discouraged as it does not assist students in any way. Career masters should not combine career guidance with other roles like teaching.

### 1.39 INFLUENCE OF PARENTAL INVOLVEMENT ON PUPILS' PERFORMANCE IN MATHEMATICS IN PUBLIC PRIMARY SCHOOLS IN MWEA DIVISION, EMBU COUNTY, KENYA

ANN NDUKU NYABUTO, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** M/S. Eunice Keta

#### ABSTRACT

The main objective of examinations in Kenya is to evaluate knowledge acquisition and evaluate the readiness of the learner to pursue learning at higher levels. However, majority of pupils in Kenya, especially those from rural primary schools perform dismally in KCPE mathematics examination which is one of the core subjects. The purpose of this study was to establish the influence of parental involvement on performance in mathematics in public primary schools in Mwea division. The objectives of this study were to find out the relationship between study environment at home and mathematics performance, to establish the relationship between parental involvement and performance in mathematics and to establish the strategies that the parents and teachers should employ to improve on mathematics performance of pupils in public primary schools in Mwea division. The study was based on the resource framework theory by Brooks-Gunn. The literature was reviewed under the subtopics; Perception of Performance in Mathematics, Factors Affecting Mathematics Performance, Parental Involvement in Mathematics Learning and Strategies to Improve on Mathematics Performance. The study utilized descriptive survey research design. The target population for this study comprised of 29 schools with an enrollment of 867 pupils in class seven, 29 class seven mathematics teachers and 29 class seven parents representative. The parents and class seven mathematics teachers were purposively sampled, pupils were systematically sampled. The accessible population was 6 schools, and 100 research participants. The instruments for data collection were questionnaires for pupils and teachers and Interview Schedule for Parents. Permission to collect data from the schools was sought from the District Education Officer and the research instrument administered to the respondents. Data was analysed using statistical package for social sciences' (SPSS). The study established that: Availability of a reading table and a chair (82%), time pupils spent reading while at home (50%), parents provision of mathematics learning materials (72%), parents helping pupils to do their homework (100%), parents' follow-up of pupils' schoolwork progress (78%) and parents attending their PTA meetings (64%) are some of the factors that influenced pupils performance in mathematics. More assignments be given to pupils, incentives to teachers and pupils, making learning environment conducive at home and school, proper utilization of learning resources, employment of more qualified math's teachers, mathematics seminars for teachers and parents and provision of learning and teaching materials both at home and school, were among the suggested strategies to improve on performance in mathematics. The findings of this research will be of importance in that schools will utilize them aiming at improving performance by ensuring that the home and parental factors hindering good performance in mathematics are minimized or mitigated.

## 1.40 SCHOOL RELATED DETERMINANTS OF PUPILS' DROP OUT RATES IN KABARNET MUNICIPALITY, BARINGO COUNTY, KENYA

JANE SHEILA YEGON, *Master of Education in Educational Planning, Management and Administration*

### ABSTRACT

The purpose of the study was to investigate the school related determinants of pupils' dropout rates in public primary schools in Kabarnet Municipality Baringo County. Despite implementation of Free Primary Education Programme by the government of Kenya in 2003, the rate of dropout among school going children is rampant in the region. The study established school curriculum, physical facilities and teachers' attitude as the determinants of pupils' dropout rates. The study was guided by ERG theory of Hierarchy needs. The target population was 21 public primary schools, 90 teachers and 315 pupils. According to Dalem (1979) a sample of between 10 to 30 percent of the total population is appropriate for the study, thus the study used 30 percent of the target population. The researcher used purposive sampling and simple random sampling to select the respondents. Piloting was done to test the reliability and validity of the instruments so as to improve the reliability. Data collection was done using questionnaires for both the teachers and the pupils. Interview schedule for the head teachers and document analysis Leedy (1974) established that document analysis involves reviewing the contents of the previous document with the aim of adding some relevant secondary data. The study used both primary and secondary data. Primary data was obtained from the field through questionnaires, interview schedule and analysis of previous records pertaining completion and dropout rates as from 2008-2011 while secondary data were synthesized from books, internet, journals and theses. The study yielded both qualitative and quantitative data which was analysed using descriptive statistics such as frequencies, percentages and tables. The findings were beneficial to head teachers and the community at large because the cases of drop outs could be curbed down. It also helps curriculum developers such as Kenya Institute of Education to come up with the appropriate curriculum materials and personnel to be used in Kenyan schools to enable the pupils in public primary schools achieve their goals in life and employ to the fullest potentials

## 1.41 EFFECTS OF DIFFERENT MANAGEMENT STYLES ON LEARNING OUTCOMES OF HIGH SCHOOL STUDENTS IN ISIOLO COUNTY KENYA

MANYARA ALICE NKUENE, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR** - Dr Collins Ogogo

### ABSTRACT

The purpose of this study was to carry out a survey research on the Effects of Different Management Styles on Learning Outcomes of High School Students in terms of their scores in Academic performance. The management styles under study were Democratic and Autocratic. Literature related to the study was reviewed based on Democratic management style, Autocratic style of management, Resources, Curriculum and Administration. The study adopted an exploratory approach and used descriptive survey design on data collection. CRE (Christian Religious Education) students were purposively selected and the class prefects were randomly selected to get the required data. In this study representative sample of five secondary Schools in East zone, Central Division of Isiolo County was involved. A total of 126 students doing CRE were studied to obtain data for analyzing academic performances. Questionnaires were used to obtain information from the sampled population. The questionnaires were tested and retested with a group of 24 students to establish their reliability and to ensure validity; the questions were based on the research objectives and the hypotheses. The procedure of data collection took two phases. First the sampled students sat for a test before teaching (pre-test) and after teaching (post-test) in which scores were used to establish the standard deviation in the academic performance. Teaching for the experimental group was done by the same teacher. A total of 56 students were exposed to a Democratic classroom environment and 70 students were exposed to an autocratic classroom environment. The second phase involved distribution of questionnaires to the respondents and the collected data was analysed using descriptive research statistical method. The study adopted one way ANOVA to analyze cumulative scores in Academic Performance. Frequency distribution tables and the frequency curve were used to tabulate data. The mean, standard deviation, and P- values were computed for the purpose of data analysis. The findings established that the ratio for the difference in means of pre-test and post test were found to be significant at 0.01 level of confidence and for F ratios of 0.01 the p-value is 0.01 which is less than 0.05 showing that the Academic Performance in the two Groups was different beyond the contribution of chance. The Ho1: stating that there is no significant relationship/difference between Democratic, Autocratic Management Style and the Learning outcome of High School Students in terms of their scores in academic performances was rejected. The findings revealed that students exposed to the Democratic style of management performed better than those exposed to the Autocratic style of management. It was concluded that both democratic and Autocratic style of management had effects on academic achievements. It was recommended that student's participation should be considered in school programmes in order to yield commendable scores in student's academic performance.



## 1.42 SOCIO- ECONOMIC FACTORS INFLUENCING ACCESS TO PUBLIC SECONDARY SCHOOLS IN THIKA WEST DISTRICT, KIAMBU COUNTY, KENYA

KAMAU LUCY NJOKI, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Dr. Norbert Ogeta

### ABSTRACT

The purpose of this study was to investigate the extent to which socio-economic factors influence access to public secondary schools in Thika West District. The study objectives were; To establish whether the parental level of education influences access to public secondary schools in Thika West District; to investigate whether the income/ occupation of the household head influences access to secondary schools; to determine whether the size of the family influences access to public secondary schools and to establish whether cost of education influences access to public secondary schools. The study was guided by human capital theory and Elite-mass stratification theory. The study adopted descriptive survey design to targeting all the 18 principal, 60 parents and 1591 students in all the 18 public secondary schools in Thika West District. Stratified sampling was used to select 6 schools; each strata representing boys only, girls only and mixed day schools. Purposive sampling was used to select 6 headteachers while simple random sampling was used to select 330 students and 30 parents, yielding a total of 366 respondents. Descriptive and analytical statistics were used to analyze both qualitative and quantitative data collected from the field. Statistical package for social sciences (SPSS) and descriptive statistics such as measure of central tendency were used. The study established that that parental level of education, family economic status/ occupation, family size and cost of education had a great impact towards students' access to secondary schools. The study also established that most of the parents were semi illiterate which led to lack of role models in the community. It was established that lack of parental involvement in children education, parents' attitude towards education, poverty, parent ignorance and lack of parental guidance influenced students' attitude towards education. The study recommends that: the Government should provide more bursaries to cater for the needy cases in Secondary schools; parents and the community as a whole should be sensitized on the importance of education. This would help to increase the number of good role models in the society as most people would enroll for college and University education which could help them secure well paying jobs; guidance and counseling should be strengthened in schools as this would help to minimize indiscipline cases which influence students negatively and hence lack interest in education.

### 1.43 CHALLENGES FACING DECENTRALIZATION OF TEACHER MANAGEMENT IN MERU SOUTH DISTRICT IN THARAKA NITHI COUNTY, KENYA

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**SUPERVISORS:** Dr. David Nguti, Mr. George Miriti

#### ABSTRACT

In an effort to address the challenges in teacher management in the country TSC reviewed decentralized teacher management aspects of recruitment, assigning of duties, transfer of teachers, promotion of teachers and discipline. Effective decentralization of these services has been hampered by challenges that have not adequately been addressed by previous research studies. It is in this light that this study sought to investigate the challenges facing decentralization of teacher management in Meru South District, in Tharaka Nithi County Kenya. The objectives of this study were: to find out the teachers attitudes towards the devolvement of TSC functions to District level, to find out whether there has been improved performance of teachers as a result of decentralization of teacher's management by the TSC, to investigate the challenges faced by TSC officers on the ground in executing the decentralized teacher management functions and to find ways through which decentralization of teacher management can be implemented effectively for improved education service delivery. The study utilized a descriptive research survey design and the target population was 241 subjects comprising 40 head teachers and 200 teachers in public secondary schools in Meru South district and the DEO. Data was collected using questionnaires and interview schedule. The research instrument was validated using the results of the pilot study. The reliability of the questionnaire was found to be 0.6 after piloting and was reconstructed and piloted again after which a correlation coefficient of was obtained 0.75 by using spearman-Brown prophecy formula. Data were analysed using descriptive analysis procedures. The descriptive analysis procedures employed included frequencies and percentages. The results were reported in summary form using frequency tables. The study established that secondary school teachers in Meru South District appreciated the decentralization of TSC functions. The decentralization was found to have reduced time wastage and enhanced teacher performance in curriculum delivery. However, a number of challenges hamper effective management of teachers at the district and school level through decentralization of TSC services. These include recruitment panels taking a long time to understand the process of recruitment; interference from stakeholders, politicians, teachers, relatives and friends; lack of qualified personnel; and poor transport systems. Therefore, it can be concluded that while teachers view decentralization of TSC services as a positive move towards improvement of service delivery, the effectiveness of this strategy is being hampered by the above mentioned challenges. The main recommendations of the study were enforcement of anti-corruption activities, putting more resources in decentralized offices and maintenance of standards. Finally, the suggested areas for future research included the impact of decentralization of TSC functions on student and teachers performance.

## 1.44 INFLUENCE OF HEADTEACHERS' LEADERSHIP STYLES ON DISCIPLINE OF SECONDARY SCHOOL STUDENTS IN CENTRAL DIVISION, ISIOLO DISTRICT, KENYA

MURIUNGI FAITH KANANA, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Dr. Orpha Ongiti

### ABSTRACT

The success of teaching-learning process is dependent upon the quality of students' discipline. Since students' discipline management is a corporate responsibility between teachers and parents, the school principal is expected to incorporate the two categories of members of school community in his/her school's discipline management programme. This has the implication that the principal should embrace a favorable attitude towards teachers and parents. Effective school research reveals that there is a very significant leadership effect not only on the student learning, but also on an array of school conditions as well. Among the pillars on which education is anchored leadership is pivotal. The purpose of this study was to investigate the influence of head teachers' leadership styles on discipline of secondary school students in Central Division, Isiolo District, Kenya. The researcher used a descriptive survey design. The study was carried out in Central Division of Isiolo District, Eastern Province of Kenya. The target population for the study was secondary school students, head teachers and teachers in the nine public schools in Central Division. The researcher used three sampling procedures: stratified sampling, simple random sampling and purposive sampling. The questionnaires comprised of open-ended and closed-ended questions. Quantitative data was analysed using descriptive statistics such as mean scores, frequencies, and percentages. Content analysis was used for data that was qualitative in nature. The study found that all the styles had a great influence on the discipline. It was clear that authoritative leadership had the greatest effect followed by transformational leadership, then democratic leadership while situational leadership had the least influence on students discipline at the school. From the findings the study concludes that the schools mainly have discipline problems including mainly fighting, drug and alcohol abuse and bullying. The study also concludes that transformational leadership, authoritative leadership and situational leadership influences students discipline at the school. The study recommends that the school management should double their efforts in curbing these instances of indiscipline using integrated approaches. The principals should also create organizational conditions in which followers can develop their own leadership capabilities and that they should be more concerned with what followers are accomplishing rather than what they are doing. The findings of this study will contribute to knowledge, which might justify stakeholders' expectations of the head teachers. Thus, this study will help some head teachers who for one reason or the other have not been effective in carrying out their responsibilities and therefore work with more effectiveness and efficiency using appropriate leadership styles to improve school climate. The study is useful to the government in policymaking regarding regulatory requirements of and policy making regarding secondary school principals training and discipline management in schools. The study will provide a useful basis upon which further studies on the influence of head teachers' leadership styles on discipline of secondary school students could be conducted.

## 1.45 INFLUENCE OF HEAD TEACHERS' MANAGEMENT STYLES ON THE PRIMARY SCHOOL TEACHERS' JOB SATISFACTION IN CHUKA DIVISION, THARAKA NITHI COUNTY, KENYA

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**SUPERVISOR:** Prof. Chegge Mungai

### ABSTRACT

The key to effective management is the ability to get results from other people, through other people and in conjunction with other people. As a manager of the school community, the head teacher has the responsibility for helping staff members get satisfaction from their profession and more towards the fulfillment of their needs and objectives. There is need to explore how different management styles influence teachers job satisfaction because if they are not properly implemented, this may lead to dissatisfaction among teachers. This study sought to establish the influence of head teacher's management styles on teachers' job satisfaction among public primary schools in Chuka Division, Tharaka Nithi County. The objectives of the study were; to determine the management styles used by head teachers in Chuka Division, to determine the level of job satisfaction among public primary school teachers in Chuka Division, to find out the head teachers responsibility in human resource management in Chuka Division and to assess attitude of teachers towards management styles of headteachers. The study adopted descriptive survey design. The target population for the study comprised 53 head teachers, 431 teachers and 53 School Management Committee (SMC) chairmen from the 53 public primary schools in the division forming a total population of 537 respondents. Both purposive and simple random sampling were used to come up with a sample size of 116 respondents. Questionnaires were used to collect data from head teachers and teachers and interview schedules were used to collect data from the SMC chairmen. Data was analysed using descriptive statistics and findings presented in form of percentages, frequencies and tables. Results show that on average head teachers in Chuka Division mostly employed democratic and autocratic management styles. Laissez faire style was least used. The study revealed that teachers were satisfied with their jobs an indication that high levels of the teachers' achievements, recognition and opportunity for growth had been met and the hygiene factors such as worker conditions, pay and interpersonal relationships had been met consequently heightening their job satisfaction. Head teachers were in good working relations with their teachers and that the teachers were happy with the management styles employed by the head teachers; evidence that teachers' attitude towards their head teachers' management styles was positive. The study recommends that expanding and improving career and professional development is, therefore, crucially important considering the available research was limited to Chuka division which is a small area raising concern in generalizing the findings. A more rigorous study can therefore be carried to cover the whole country.

## 1.46 CHALLENGES FACED BY HEADTEACHERS IN THE IMPLEMENTATION OF FREE PRIMARY EDUCATION IN GATUNDU DISTRICT, KIAMBU COUNTY, KENYA

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**SUPERVISOR:** Dr. Orpha K. Ong'iti

### ABSTRACT

Since the inception of FPE, head teachers have been faced with so many challenges. Although some studies have been done explaining changes in government policy on the provision of FPE since independence, and the importance of variables that lead to effective implementation of basic education, the challenges still persist. Since its inception in January 2003 by the NARC as a fulfillment of one of its promises during campaign in December 2002, the policy was geared towards addressing the problem of declining enrolment and high wastage in public primary schools. This study was to investigate the challenges faced by head teachers of public primary schools in the implementation of FPE in Gatundu District, Kiambu County. The study will provide research based evidence on challenges facing head teachers in Gatundu District. It will also be of use to head teachers and other stakeholders as the study will provide research based evidence on challenges facing head teachers. Being a survey research, the study consisted of forty five head teachers. The researcher used simple random sampling and purposive sampling techniques to identify the head teachers. A pilot study was conducted before the main study with ten head teachers who were randomly selected to test the validity and reliability of the instruments. A questionnaire for head teachers was employed in data collection for the study. Qualitative data collected from open ended items in the questionnaire was analysed on an ongoing process as themes and substances that emerge from the data, while quantitative data collected from closed ended items in the questionnaire were in form of percentages, frequencies and means. The major findings of the study are inadequate funding, delay in disbursement of FPE funds, high pupil teacher ratio, lack of teacher commitment on FPE, and lack of financial management skills by the head teachers. The findings would provide a useful basis upon which further studies on the challenges faced by head teachers would be conducted. The study recommends that to improve the implementation of FPE, there is need to increase government funding to match on the current decline in the shillings value, disburse the funds in time, enroll more teachers, increase the amount allocated to each pupil as this has not changed since year 2003 so that the school management can tackle the high cost of living, mobilize parents and educate them on the importance of participating in and funding some of the school activities and educate them through seminars and workshops on their role in regard to improving performance.

## 1.47 EFFECTS OF FREE SECONDARY EDUCATION FUNDING POLICY ON TRANSITION RATES FROM PRIMARY TO SECONDARY EDUCATION: A CASE OF THE LARGER GATUNDU DISTRICT, KIAMBU COUNTY, KENYA

HILDA NJERI WANJA, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Dr. Orpha K. Ongiti

### ABSTRACT

The purpose of the study was to assess the effect of free secondary education funding policy on transition rates from primary to secondary sub-sectors in the larger Gatundu District. The study targeted the two DEOs of the larger Gatundu and 20 principals, 10 from each of the two districts curved from the larger Gatundu and QASO officers 4 from each district. The study combined purposive and random sampling techniques. Purposive sampling enabled the researcher to select the participants who met the objectives of the study. Random sampling helped the researcher to apply inferential statistics to the data and provide equal opportunity of selection for each element of the population. The study used a questionnaire, document analysis and, in-depth interviews schedules as data collection tools. Before the actual data collection procedure, a pilot study was carried in three schools to pre-test the data collection tools. Descriptive statistics including frequency counts and percentages were used to analyze the quantitative data. Qualitative data obtained through interviews was analysed thematically based on research objectives. Results of the study were presented using frequency tables, bar graphs and Pie charts. The study established that: FSE funding policy increased enrollment in secondary schools though a few schools recorded decrement in enrollment. It was established that the major factors which contributed to this decline included financial constraints, poor academic performances, negative attitude towards education and peer influence. The study also established that high inflation rates, understaffing, delayed disbursement of funds, insufficient funds, were other challenges that affected implementation of FSE policy. As a result, FSE negatively affected the quality of education where most schools experienced understaffing, overcrowding in classrooms, inadequacy of teaching and learning resources and eventually poor academic performances. The study recommends that; the government should increase the secondary education bursary fund. The operational principle of the bursary fund should be reviewed so that it is possible for out of school youth to benefit from the bursary fund; the government should also ensure timely disbursement of funds to avoid delayed projects; The Ministry of Education should employ more teachers in order to cater for students-teachers ratio and hence minimizing the problem of understaffing which most schools experienced; among other recommendations. Findings of the study would help in justifying the continuous planning of government financing secondary subsector in Kenya. They would also help in improving the implemented strategies in order to reap maximum benefits from the huge sums of recurrent capital being invested by the government.

## 1.48 STRATEGIES HEADTEACHERS HAVE ADOPTED TO COUNTER GIRL CHILD DROPOUT FROM PUBLIC PRIMARY SCHOOLS IN THIKA MUNICIPALITY, KIAMBU COUNTY-KENYA

ONUNGA DOLLY ANNE, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISORS:** Dr. Ogeta Norbert, Prof. Malusu Joseph PhD

### ABSTRACT

Key component of the development of a nation is the education of its citizens. Yet the achievements of gender equality in education has been a very elusive goal. To achieve this, the government of Kenya through the Ministry of Education, Science and Technology has continuously instituted various measures to help achieve gender equality in education. The main objective of this study was to identify steps head teachers take to reduce dropout rate of girl child from public primary schools in Thika Municipality, Kiambu County-Kenya. There are some intervention measures towards reducing dropout. Some of them which the government through the Ministry of Education and other concerned parties like UNICEF, UNESCO, UNDF, UNGEI, FAWE, ANGEI, Civil Society, WHO and others are trying campaigns to sensitize parents and communities about the importance of girls' education, advocating for cultural transformation in broad national policies and introducing Family Life Education in schools to reduce the incidence of adolescence pregnancies and HIV and AIDS infections. The government is trying to deal with sexual harassment or abuse offenders because the act threatens girls and they may be forced out of schools. Poverty is the main constraint against the demand for girls' education but the government, NGOs, churches and other organizations are trying to assist with bursary/scholarship schemes. The government is investing a lot in Early Childhood Education Programmes in preparation for early school life. Some of the intervention measures carried out in member countries since Mauritius (1994) are addressing poverty through bursary schemes, addressing HIV and AIDS in schools, introducing boarding facilities for girls, allowing girls re-admission after absence from school. Addressing sexual harassment and deal with culprits accordingly (Kenya Ministry of Education, 1996). Provision of guidance and counseling is offered to the affected parties. The study comprised of teachers, pupils, parents and the Municipal Education Officer. These stakeholders were interviewed on retention of girl child in public primary schools in Thika Municipality, Kiambu County. Head teachers were interviewed on the strategies they have adopted to counter girl child dropout from the schools they head in the Municipality. Structured questionnaires and interview schedule were the main instruments of data collection. The collected data were subject to qualitative and quantitative analysis. The significance of this study is that women are all round persons and promising in whatever responsibilities they are assigned to, developers in mind and builders of nations globally. The results indicated that poverty eradication is necessary, sensitization of parents, community and girl child very necessary. Guidance and counseling body for both parents and girl child be availed. Head teachers to lay their strategies well and make the schools girl child friendly. It is hoped that having been acquainted with the contents, all stakeholders and other development minded partners will have better perspective of gender issues affecting the girl child and the education process.

## 1.49 PRINCIPALS' ADMINISTRATIVE CHALLENGES IN IMPROVING KENYA CERTIFICATE OF SECONDARY EDUCATION PERFORMANCE IN PUBLIC SECONDARY SCHOOLS IN YATTA DISTRICT MACHAKOS COUNTY, KENYA

BENARD MUTIE MUSAU, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Dr. Hellen Mberia

### ABSTRACT

The purpose of this study was to investigate Principal's administration challenges in trying to improve performance in Kenya Certificate of Secondary Education (KCSE). The study investigated the professional and academic qualifications of the principals, challenges faced by public secondary school principals in school planning and policy implementation, maintaining teacher co-operation, maintaining good teacher-student relationship. The study was limited to public secondary schools in Yatta District of Machakos County. The researcher employed descriptive survey design in which questionnaires with both structured and unstructured questions were used for data collection from the public secondary school principals and deputy principals. The data was analysed using descriptive statistics by use of frequencies and percentages and presented in form of tables and charts. Principals and deputy principals were found to have the minimum academic qualification for teaching secondary schools but lacking professional administrative training. The challenges faced by principals included maintaining good administration-teacher co-operation, enhancing good teacher student relationship. In conclusion, it was found that principals and deputy principals have a role to play in acquisition of good results. It was found that principals and deputy principals have acquired academic qualification for teaching in secondary schools but lacked professional knowledge in specific areas like accounting. The study recommended that Principals and Deputy Principals should undergo induction courses in educational management before being deployed. It further recommended that Teachers Service Commission (TSC) should promote teachers on merit so as to improve teacher competition.



## 1.50 EFFECTIVENESS OF MANAGEMENT STRATEGIES IN THE ENHANCEMENT OF PUPILS' ACCESS AND PARTICIPATION IN FREE PRIMARY SCHOOL EDUCATION IN GITHUNGURI KIAMBU COUNTY

NGARUIYA PETER MBURU, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Prof. John Aluko Orodho

### ABSTRACT

Despite the importance of education, its provision has been sluggish having experienced several bottlenecks contributing to low pupils access and participation in schools. Numerous efforts to manage access and participation of pupils have been made. The purpose of this study was to investigate the effectiveness of the management strategies in the enhancement of pupil's access to and participation in free primary school education in Githunguri, Kiambu County. The study had four objectives namely; to analyze social economic variables affecting access and participation, to examine school based variables affecting access and participation, to assess management strategies put in place to enhance pupils' access and participation and to investigate the effectiveness of the management strategies put in place to enhance pupils' access and participation in primary school education. The study was guided by the classical liberal theory of equal opportunity as advanced by Dewey in 1916. The study adopted descriptive survey design. The study population included all the 50 public day primary schools in Githunguri District. The sample was drawn using stratified sampling technique. Simple random sampling was used to select 2 schools from each of the 4 zones thus making a sample of 8 schools (15%). Random sampling was then used to select pupils from the sampled schools. Convenient sampling was used to select school aged non attending children to be included in the study. The total sample was 8 head teachers (15%), 96 pupils and 40 school- aged non attending children. These constituted a total sample size of 144 respondents. The study used questionnaires and interview schedule to collect data. Questionnaires were used to collect data from head teachers and pupils while an interview schedule was used to interview school aged non attending children. Piloting of the research instruments was done in 2 schools in Githunguri District which were not included in the actual study. Test re- test technique was used to assess the reliability of the research instruments while the supervisor assessed their validity. Data obtained was analysed both quantitatively and qualitatively. Quantitative data was analysed through descriptive statistics using frequencies in tables and percentages. Qualitative data was analysed by arranging responses according to the research questions and objectives in narrative form. The results of the study indicated the cost of education, low income, child labour, illiteracy among parents and large family sizes are the major social economic variable affecting access and participation. The results of the study indicated that many children who fail to access primary school education come from large families of parents who have low income. These parents have no salaries occupation and majority of them never attended primary school hence they are still ignorant of the importance of primary education. Many children are also involved in child labour even when in school since some have to feed themselves and their younger siblings. Shortage of teachers has also continued to effect access and participation resulting to overcrowding of pupils in classes and poor performance. In order to improve access and participation the study recommended that the Teachers Service Commission needs to employ more teachers to help implement free primary programme, sensitization of community on Children's' Act and other international instruments on the rights of children, outlawing of pupils repetition and the introduction of school feeding programmes as a way of retaining pupils in school.

## 1.51 ROLE OF TEACHERS EMPLOYED BY BOARD OF GOVERNORS ON STUDENT'S PERFORMANCE IN PUBLIC SECONDARY SCHOOLS IN MVITA DISTRICT, MOMBASA COUNTY-KENYA

REBECCA BWARI AROGO, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Dr. Ogogo Collins, Annie Kimanzi

### ABSTRACT

The use of BOG teachers had been a common practice for a long time now in our public secondary schools, their use had almost quadrupled. In some quarters, as it was the case with the Kenya National Union of Teachers (KNUT) about government contract teachers, there was concern about the role of BOG teachers in imparting knowledge to students in public secondary schools. There was no empirical data to show their role on the students' performance. There was need, therefore, to assess the role of the BOG teachers on the students' performance in order to come up with tangible evidence in terms of empirical data and advice our policy makers appropriately. The purpose of the study, therefore, was to investigate the role of BOG teachers on the students' performance in public secondary schools in Mvita District, Kenya. The study employed a descriptive survey research design; targeting a population of 764 respondents consisting of 15 head teachers, 15 BOG chairpersons, 74 BOG teachers, 60 Head of Departments (HODs) and 600 students in Mvita District. The sample size was 153 respondents, made up of 3 head teachers, 15 BOG teachers, 12 HODs and 120 students. Proportionate sampling technique was used to select the head teachers, students, HODs and BOG teachers while purposive sampling was used to select the BOG chairpersons. Questionnaires were used as instruments for collecting data from the head teachers, students, HODs and BOG teachers while interview schedule was administered to the BOG chairpersons. Validity of the instruments was done through experts in research and piloting whereas reliability was tested by subjecting the instruments to a pilot study through the split-half technique and then Spearman Brown Prophecy formula was used to compute a reliability coefficient. Data analysis was done using descriptive statistics after data had been cleaned and coded. Quantitative data was analysed using frequency counts, means and percentages while qualitative data was analysed by tallying the numbers of similar responses. Results of data analysis were then presented using frequency distribution tables, bar graphs and pie charts. Results showed that teachers employed by the BOG played a vital role in improving the students' performance in public secondary schools. It was recommended that school management should strive to improve the general welfare of the BOG teachers. It was suggested that further research should be done on the same topic, but other factors such as the school environment, class size and student teacher ratio that may contribute to the students' performance must be given priority.

## 1.52 SOCIO-ECONOMIC DETERMINANTS OF WASTAGE IN PUBLIC PRIMARY SCHOOLS IN MAGUMONI DIVISION OF MERU SOUTH DISTRICT IN THARAKA NITHI COUNTY, KENYA

PURITY GATUNE MUTEGLI, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Dr. John Aluko Orodho

### ABSTRACT

Despite heavy investment in primary education, wastage in form of dropout and repetition persists. Wastage hampers the attainment of education for all (EFA) goals which the government targets to attain by the year 2015. Socio-economic determinants of wastage in Magumoni Division in Tharaka Nithi County had not been investigated and understood. The purpose of this study was to find out the socioeconomic determinants contributing to wastage in public primary schools. The objectives of the study were: to determine social factors that contribute to dropout, to investigate economic factors that contribute to repetition and assess the cultural factors that contribute to education wastage. This study was guided by production theory in economics as revealed by the work of Psachalopoulos and Woodhall (1985). The study was conducted in public primary schools in Magumoni Division in Tharaka Nithi County and adopted a descriptive survey research design. The target population for this study was 2848 subjects comprising all 194 teachers, 2653 pupils in 14 public primary schools in Magumoni Division and 1 DEO. The study employed purposive, cluster sampling, proportionate sampling and simple random sampling to select a sample of 370 subjects that comprised 14 headteachers, 54 teachers, 265 pupils and 1 DEO. The instruments for data collection were questionnaires and interview schedule. A pilot study was conducted in one school in Chuka Division in Meru South District which did not participate in the study. The split-half technique of measuring reliability of the instruments was used. A reliability coefficient of 0.7 was obtained with the head teachers, 0.74 for teachers and 0.82 for pupils' questionnaires was deemed reliable for the study. Questionnaires were administered to the head teachers, teachers' and pupils' respectively. The interview schedule was administered to the Education Officer in charge of Meru South District. The researcher got a research permit from National Council for Science and Technology. Data collected using questionnaires were analysed using descriptive statistics, namely; frequency counts, percentages and means. Data generated from the interview was analysed and discussed thematically. The findings were presented in form of tables and pie chart. The findings revealed that the main social factors contributing to dropout and repetition included: indiscipline as reported by 58.3% head teachers, 94.1% teachers and 80.4% pupils; poor performance as reported by all head teachers and 89.4% teachers; substance abuse as reported by 85.9% head teachers, 85.9% teachers and 56.3% pupils; pregnancy as reported by 66.7% head teachers, 76.4% teachers and 92% pupils. The main economic factors contributing to dropout and repetition were: poverty as reported by all head teachers, 85.9% teachers and 68.3% pupils; failure to pay other school levies as reported by 68.0% head teachers, 81.2% teachers and 55.6% pupils and child labor as reported by 33% teachers and 34.5% pupils. The study further established that the main cultural determinants of education wastage were initiation and cultural practices as 14.1% teachers and 17.9% pupils; early marriages as reported by 43.6% teachers and 43.6% pupils and lack of community support as reported by 93% head teachers, 31.7% teachers and pupils. Results from interview reveal that poor performance, pupils' indiscipline, pregnancy and substance abuse were the main contributing factor to dropout and repetition. This study concluded that various social, economic and cultural factors contributed to education wastage in the study area. The study recommends strongly that guidance and counseling be strengthened in schools to mitigate wastage among other measures. Guidance and counseling will help pupils to see the essence of avoiding early marriages, indiscipline and substance abuse that have been found to contribute to dropout and repetition.

### 1.53 IMPLICATION OF GENDER STREAMING ON KENYA CERTIFICATE OF SECONDARY EDUCATION PERFORMANCE IN PUBLIC SECONDARY SCHOOLS IN BARINGO COUNTY, KENYA

ESTHER J. CHEPKOK, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Dr. Ogogo Collins, Ms Emily Nyabisi

#### ABSTRACT

The purpose of this study was to determine the implications of gender streaming on Kenya Certificate of Secondary Education performance by students in Baringo County. Four research objectives were formulated to guide the study. The study employs a descriptive research survey design. The study sample comprised of 48 Principals and 240 Teachers making a total sample of 288. Data were gathered by use of questionnaires. Data were analysed by use of descriptive and inferential statistics. Objectives of the study were; to determine the factors that influence gender streaming, to establish the influence of gender streaming on performance of Kenya Certificate of Secondary Education (KCSE) in Baringo County, to determine the teachers' perceptions towards gender streaming and students Kenya Certificate of Secondary Education (KCSE) Performance. The findings indicated that gender streaming influenced students performance in KCSE. The findings also revealed that there was no significant relationship between gender streaming and performance across different categories of schools. Findings also revealed that teachers had a positive perception towards the influence of gender streaming and students' academic performance. Based on the findings of the study, it was concluded that gender streaming had helped girls perform better than boys. The study also concluded that much emphasis on girls' education had improved their performance. It was also concluded that there was no significant relationship in gender streaming and performance in the various categories of schools. Majority of the headteachers stated that the performance of girls, compared to boys in mixed classes was better. Correlations for gender streaming and academic performance indicated a very strong positive (0.75) relationship between gender streaming and student performance in secondary schools. The study also concluded that teachers had a positive perception towards the influence of gender streaming and students' academic performance. The study further recommended that the government through the Ministry of Education should seek for ways to enhance secondary school administrators to improve students' performance. Taking the limitations and delimitations of the study, it was suggested that a study on why the boy child lack of empowerment is a consistent cause of poor performance among them should be carried out.

## 1.54 AN ASSESSMENT OF THE DYNAMICS INFLUENCING OUTSOURCING PRACTICES IN PRIVATE COLLEGES IN NYERI CENTRAL DISTRICT, NYERI COUNTY

MATHENGE ROSEMARY WAIRIMU, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Prof. John Aluko Orodho

### ABSTRACT

To survive competition brought about by globalization, institutions need to embrace global sourcing models that enhance performance. Failure by contemporary college managers to embrace business benefits of outsourcing could lead to far reaching changes in the socio-economic environment and the strategic structure of institutional and business management. The purpose of this study was to analyze the dynamics that influence the outsourcing practices in private tertiary educational colleges in Nyeri Central District, Nyeri County. The study had three objectives namely: (i) to find out the manner in which cost influences outsourcing practices in private educational colleges in Nyeri Central District, Nyeri County, (ii) to assess the extent to which resource capacity determines outsourcing practices in private educational colleges in Nyeri Central District, Nyeri County and (iii) to investigate the challenges faced while outsourcing in private educational colleges in Nyeri Central District, Nyeri County. The theoretical framework was derived mainly from the Core competence theory; Resource-based theory and Game theory. The study adopted a descriptive research design. The study was conducted in Nyeri Central District, Nyeri County. The population was the 24 registered private educational colleges in Nyeri Central District, 60 college administrators and 150 line managers (HoDs). The population size (N) for the study was 240 and used a probability sampling method to generate a sample size (n) of 120 respondents. To determine the validity of the instrument a pilot study was conducted in two private tertiary educational institutions in Nyeri District, Nyeri County. This was a sample of management of these institutions. Piloted questionnaires were scrutinized to identify items that seemed unclear or ambiguous. Data collection used two types of instruments: questionnaires for top managers and, interviews for line managers. Data collection was administered in two ways; drop and pick and personal interview. Descriptive and inferential statistics such as tables, charts, were used. The major findings of the study were that cost reduction, control and the demand for better and enhanced capacity needs are the key drivers for outsourcing. The study noted over the period of outsourcing three quarters of the colleges had registered increased enrolment. It was also observed that less than one half of the institutions follow some procedures in the outsourcing decision making process with significant number of more than one half not adhering to any procedures. The study revealed that nearly half of the respondents argued that they outsourced for optimal human resource needs. In conclusion the study noted that other factors that drive outsourcing practices include better technology and systems, human and infrastructure capacity needs. There are also challenges which range from dependency on the outside provider to reduced employee morale, financial instability of the vendor, database insecurity and the lack of knowledge of the vendor. Recommendations are the (i) there is need to build upon existing practices to enhance efficiency, (ii) there is an urgent need to revamp existing policies and institutional framework, (iii) the need for an integrated approach to promote and support private colleges to become competent providers of education and (iv) in today's environmental conscious society there is a need for a greater concern for environmental impact on infrastructural development by putting more stringent requirements on providers and managers.

## 1.55 IMPLICATION OF GENDER STREAMING ON KENYA CERTIFICATE OF SECONDARY EDUCATION (K.C.S.E.) PERFORMANCE IN PUBLIC SECONDARY SCHOOLS IN BARINGO COUNTY, KENYA

ESTHER J. CHEPKOK, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISORS:** Dr. Ogogo Collins, Ms Emily Nyabisi

### ABSTRACT

The purpose of this study was to determine the implications of gender streaming on Kenya Certificate of Secondary Education performance by students in Baringo County. Four research objectives were formulated to guide the study. The study employs a descriptive research survey design. The study sample comprised of 48 Principals and 240 Teachers making a total sample of 288. Data were gathered by use of questionnaires. Data were analysed by use of descriptive and inferential statistics. Objectives of the study were; to determine the factors that influence gender streaming, to establish the influence of gender streaming on performance of Kenya Certificate of Secondary Education (KCSE) in Baringo County, to determine the teachers' perceptions towards gender streaming and students Kenya Certificate of Secondary Education (KCSE) Performance. The findings indicated that gender streaming influenced students performance in KCSE. The findings also revealed that there was no significant relationship between gender streaming and performance across different categories of schools. Findings also revealed that teachers had a positive perception towards the influence of gender streaming and students' academic performance. Based on the findings of the study, it was concluded that gender streaming had helped girls perform better than boys. The study also concluded that much emphasis on girls' education had improved their performance. It was also concluded that there was no significant relationship in gender streaming and performance in the various categories of schools. Majority of the headteachers stated that the performance of girls, compared to boys in mixed classes was better. Correlations for gender streaming and academic performance indicated a very strong positive (0.75) relationship between gender streaming and student performance in secondary schools. The study also concluded that teachers had a positive perception towards the influence of gender streaming and students' academic performance. The study further recommended that the government through the Ministry of Education should seek for ways to enhance secondary school administrators to improve students' performance. Taking the limitations and delimitations of the study, it was suggested that a study on why the boy child lack of empowerment is a consistent cause of poor performance among them should be carried out.

## 1.56 CHALLENGES IN MANAGEMENT OF RESOURCES AND THEIR IMPACT ON IMPLEMENTATION OF SECONDARY SCHOOLS PHYSICS CURRICULUM IN ISIOLO DISTRICT- KENYA

MARK NJURE KAGIRI, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Dr. Kimamo Githui

### ABSTRACT

Physics being a major pillar in technology, has continuously had poor results in Kenyan secondary schools. Poor performance can be attributed to a number of factors among them being inadequate implementation of the physics curriculum due to various challenges in resource management. The problem is of global concern given that most of the technologies are science-based. Physics being a branch of science that has a wide contribution to technology is widely appreciated in many fields. These include agriculture, communication, transport and medicine. The poor resource management, results to poor implementation of physics curriculum, consequently leading to poor performance of physics in national examinations which will mean a definite downfall in our technological fields. The purpose of this study was to determine challenges in management of resources for effective implementation of physics curriculum in Isiolo District. The study adopted a descriptive survey design to investigate the prospects of revitalizing management of resources for implementation of physics curriculum. The sample in the study consisted of 92 students from Form One up to Form Four, 6 physics teachers and 6 principals. The data collection methodology involved administration of questionnaires and interviews. The information that was collected was analysed as per the objectives of the study and put into frequency tables using the Statistical Package for Social Sciences Programme. The study found that the main challenges in management of resources for implementation of secondary physics curriculum were; 66.7% of teachers claimed that they were not involved in procurement of laboratory resource; 83.3% said laboratory rooms are inadequate; 70% pointed out that there are no electronic and media resources in schools; 83.3% noted that students are absent most of the times during physics lessons; all the teachers found there was a problem of time table collisions; all the teachers pointed out that schools do not provide resource persons to facilitate physics learning and lack of teachers which leads to overloading of the available teachers. The study recommends the Ministry of Education to come up with proper procedures to be followed in every school in procurement of science resources. The government should also fund the schools to enable them to have computers so that the learning by use of electronic and media resources can be made possible. Schools should also avail funds for hiring resource persons to demystify the learning of physics in Kenyan secondary. The constituency development fund managers should consider construction of physics laboratories in schools which are in their area of jurisdiction as it was found to be a major challenge in physics curriculum implementation. Once proper management of resources is achieved, the menace of poor performance in physics will be reduced.

## 1.57 AN ASSESSMENT OF CONSTITUENCY DEVELOPMENT FUND BURSARY SCHEME ON RETENTION RATES: A CASE STUDY OF PUBLIC SECONDARY SCHOOLS IN DAGORETTI DISTRICT

PETER GICHUKI NDIRITU, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Dr. Julius Bichanga

### ABSTRACT

The purpose of this study was to assess the influence of the CDF bursary scheme on retention rates in public secondary schools in Dagoretti District. The objectives of the study were:

To establish the extent to which the total amount of CDF bursary awarded enhance retention in public secondary schools, to establish the extent to which the timing of the release of the bursary fund influence retention, to determine the criterion used to identify needy students and to seek suggestions on ways of improving assistance for needy students.

The study was based on Human Capital Theory advocated by Schultz (1960). The study employed descriptive survey and targeted 10 headteachers and 550 secondary school students and 15 constituency Bursary committee members. Purposive sampling was used to get 230 students who receive CDF bursary and 2 CBC officials. The researcher used questionnaires for students and headteachers and interviewed the CBC officials. Data was analysed using descriptive statistics and SPSS computer software. The study made the following findings: That majority of schools in Dagoretti District are district day schools which are mostly suited for students from poor family background going by their relatively cheaper costs as compared to boarding schools. This is an indication that students in these schools are in need of the CDF bursary fund. The study also revealed that a substantial number of students who had lost one of the parents had mothers only which means that they find it difficult to raise enough money for their fees in relation to the information provided which indicates that most mothers are earning below 3,000 shillings a month and that majority of parents of students in the sampled schools had low income that necessitated the application for CDF bursary for their children. Based on this findings it is recommended that there should adequate sensitization on the existence of CDF bursary fund, fair and timely allocation of funds to genuinely needy students and an increase of funds in order to meet the demand. A set criterion should be enforced to avoid ambiguity in identifying needy students and all bursaries available to public secondary schools should be harmonized to avoid duplication of resources. The Ministry of Finance should come up with clear guidance on allocation, coordination and monitoring of bursaries at all levels. The findings of this study contribute to a pool of knowledge of those studying education management, planning and administration in Kenya and elsewhere in the world. Based on delimitations of the study, the researcher recommends similar study should be conducted in wider areas for example covering the whole of Nairobi County or the whole country. This study should involve other stakeholders such as parents, teachers and local administrative officials as respondents.



## 1.58 ADMINISTRATIVE CHALLENGES FACING PUBLIC SECONDARY SCHOOLS IN NAKURU MUNICIPALITY IN THE ADVENT OF SUBSIDISED SECONDARY EDUCATION IN KENYA

MARGARET K. MWONGERA, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Prof. Fredrick O. Ogola

### ABSTRACT

Provision of quality secondary education is important in generating the opportunities and benefits of social and economic development. Among the strategies adopted for expanding access to secondary school education in Kenya, is subsidizing secondary education. The purpose of this study was to examine the administrative challenges facing public secondary schools in the wake of subsidized secondary education in Nakuru Municipality Kenya. The study adopted the descriptive survey design and the sample size was identified and selected using purposive sampling technique. The study used a study sample size of 24 schools from which 144 respondents were interviewed. Data was collected by use of questionnaires and an interview schedule. Data collected was then analysed with the aid of the Statistical Package for Social Sciences version 17 for computation of descriptive statistics (frequencies and percentages), and non parametric tests (chi-square tests). After data analysis, the results were presented in the form of charts and tables for ease of interpretation. The findings revealed that teacher shortage, leadership style adopted by head teachers and teacher remuneration presented as challenges affecting administration of public secondary schools in advent of subsidized education in Nakuru Municipality; The type of leadership style as a challenge was experienced by head teachers to a small extent; The strategies suggested by administrators of public secondary schools to mitigate challenges in the advent of subsidized education in Nakuru Municipality were included prompt disbursement of funds to schools; teacher motivation should be enhanced through increased remuneration, promotions and better working conditions; government to provide adequate funds to schools and employ enough teaching staff; increase teaching staff; laboratory to be well equipped; parents need to sensitized on their role in the teaching and learning process; additional resources to cater for increased pupils in schools; train more teachers; improve infrastructure; schools in hardship areas to be given more money. The study recommended that the Government of Kenya (Ministry of Education) should consider: mobilizing resources to increase the allocation disbursed to schools; reviewing its policy on funds disbursement to ensure promptness in disbursement; organizing more resources to support financial education and management training and workshops, new technology usage computers and internet training, review on government policies on money disbursement to schools refresher courses regularly to improve skills for the school head teachers and all persons involved in the school management; employ enough teaching staff and enhance teacher motivation through increased remuneration, promotions and better working conditions. The School management teams should consider organizing regular meetings with parents to encourage their support to school projects and programmes. The study findings could be useful for the enhancement of the regulatory mechanisms geared towards enhancement of quality management practices in respect to subsidized secondary education programme in Kenya.

## 1.59 INFLUENCE OF SCHOOL MANAGEMENT STRATEGIES ON STUDENTS DISCIPLINE: A CASE OF PUBLIC SECONDARY SCHOOLS IN MOGOTIO DISTRICT, KENYA

CHRISTINE JEPSORTICH KURUI, *Master of Education in Educational Planning, Management and Administration*

### ABSTRACT

Indiscipline among the students is on the increase in secondary schools. This is a fact borne out by daily happenings in schools. It has become one of the serious problems being faced by the country. In response to this, the school management has set strategies to bring this issue under control. However, with all their efforts to solve discipline problems, the issues of strikes, cheating in examination, insult of teachers and principals is still a problem. This study was guided by the following objectives: to find ways in which parental involvement influence students' discipline in public secondary schools in Mogotio District, to identify methods in the school prefects used in maintaining the daily school discipline, to establish how school rules were enforced to curb students' indiscipline, and to identify the techniques used by the school management in dealing with students indiscipline. The study was based on B.F. Skinner's Operant Conditioning Theory (1936) revised by Boere (2006) which seeks to understand behavior as a function of environmental histories of reinforcing consequences. A descriptive survey design was adopted and carried out in five selected public secondary schools in Mogotio district. The research instruments used were administered questionnaires for the teachers and students and interview schedule for principals and school management members. Analysis of data was done by use of statistical package for social sciences (SPSS) to get the percentages and generate tables and figures. The findings of the study established that deputy principals were in charge of maintaining discipline in secondary schools, the schools used parental involvement, prefects' involvement, school rules and management techniques to curb indiscipline. The study concluded that strategies used by school management committees were effective and that there is need to strengthen guiding and counseling. The researcher made recommendations that included: parents should not give their children excess pocket money and students should adhere to school rules and regulations

## 1.60 STAFF MANAGEMENT STRATEGIES AND THEIR EFFECTS ON PUPILS' PERFORMANCE IN PUBLIC PRIMARY SCHOOLS IN KAPSERET DIVISION, WARENG DISTRICT, UASIN GISHU COUNTY-KENYA

LILY CHELANGAT KIMELI, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISORS:** Dr. David Wanyonyi, Dr. Peter Odera

### ABSTRACT

The main purpose of the study was to examine staff management strategies and their effects on pupils' performance of public primary schools in Kapseret division, Wareng district in Uasin Gishu. The objectives of the study were to; assess the suitability of current staff management strategies, investigate the understanding of rights and responsibilities of school staff, investigate the challenges facing school managers in implementing staff management strategies and to assess how staff management strategies affect pupils performance in public primary schools. The study was guided by Systems Theory. Systems theory was originally proposed by Hungarian biologist Ludwig von Bertalanffy in 1956, later revised by Jackson in the Systems approaches to Management and then by Katz and Kahn in the Open System theory approach. The study used descriptive survey research design because the aim of the study was to estimate, with significant precision, the percentage of population that has a specific attribute by collecting data from a small portion of the total population. The study targeted all public primary schools in Kapseret division. Head teachers, teachers and subordinate staff served as the main respondents of the study. The target population included the 15 public primary schools in the division. 15 head teachers represented each school, 7 were selected to be part of the sample size for the head teachers' stratum. From the target population of 252 teachers in the division, 126 teachers were randomly selected to make the sample population for teachers' stratum. Subordinate staff formed a target population of 108 from which 54 respondents were randomly selected to form a sample size. Head teachers were purposively selected where head teachers from all the sampled schools participated in the research. Teachers were selected using stratified random sampling. The study utilized the questionnaires for teachers and subordinate and interview schedules for head teachers. Pilot study was carried out to validate the data collection instruments. Reliability was tested using Cronbach alpha test which produced alpha value of 0.837, greater than the threshold value thus validating the reliability of the data. Descriptive statistics methods were used to analyze data. Descriptive statistics used were percentages and frequencies. This was used as the base for the subsequent use of correlation procedures. The research findings indicated that the staff management strategies employed by head teachers despite not being suitable however, they were the only viable strategies mainly due to financial constraints. The study also revealed that head teachers were aware of the rights of the teachers and subordinates but were not keen to enforce all the rights as some required a situational analysis of the best means of implementation. Management faced a number of challenges in implementing the school management strategies and the poor implementation of the school management strategies had negatively affected the performance of primary schools in Kapseret division. The study is of significance as it would provide information that can be used by the Ministry of Education policy makers to identify management strategies that can result to high performance among the pupils in primary schools, enable policy makers make provision for improving the strategies to improve performance in primary school in Kapseret division, Wareng district in Uasin Gishu County.

## 1.61 INFLUENCE OF CHILD LABOUR ON PUPILS' ENROLMENT AND RETENTION IN PUBLIC PRIMARY SCHOOLS IN ESAGERI DIVISION, BARINGO COUNTY, KENYA

CAROLINE JEMATIA TANUI, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISORS:** Ruth Nyambura, Prof. Peter Chege Mungai

### ABSTRACT

The purpose of this study was to investigate the influence of child labour on pupil's enrolment and retention in public primary schools in Esageri Division, Baringo County. Despite the implementation of free primary education programme by the government of Kenya in January 2003, the rate of drop out among school going children especially girls has continued to rise. The study was guided by ERG Theory. The study employed a descriptive survey design. The study population comprised all standard seven pupils, teachers, head Teacher, Area Education Officers and School Management Committee in the Year 2012. The target population was 17 public primary schools, 165 teachers and 680 pupils in Esageri division. The researcher used purposive sampling and simple random sampling techniques to select five core educational public primary schools out of 17 schools. Piloting was done to test the reliability and validity of the instruments in order to improve the reliability. The researcher used test-retest techniques; where by the questionnaires were administered twice to the same group with a time span of one and a half weeks. The Cronbach Alpha reliability test would be performed on the undertaken questions at a reliability co-efficient of 0.7 and above. Data was analysed by use of descriptive statistics inform of percentage, frequency, mean and tables. From the findings in the Table 12, it shows that the pupils were send by their parents to work in other people's farm in order to get money to purchase food. This is because this region if found in ASAL area and the amount of rainfall experienced is below 500mm per year. The study findings indicated that, the objective of the study was achieved. Table 11 shows that, the girls were in class seven were in class at the beginning of the term and as the term ended, some girls had dropped out of school. This findings were found in class register of the previous term two 2012. In addition to these inferential statistics inform of t- test was also used. The study finding were beneficial to head teachers and the community at large because the cases of drop outs could be reduced. It also helps curriculum developers such as Kenya institute of education to come up with curriculum materials to be used in public primary schools. The research findings recommended that the government should fully offer free primary education and create awareness to the parents and all stakeholders. The study stimulated further research in the field.

## 1.62 TEACHERS AND HEAD TEACHERS PERCEPTIONS ON THE EFFECTIVENESS OF INCLUSIVE EDUCATION IN PUBLIC PRIMARY SCHOOLS IN YATTA DIVISION MACHAKOS COUNTY, KENYA

MUTUNGI N. PETER, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Prof. Malusu J. M PhD

### ABSTRACT

Inclusive education is an approach designed to serve special educational needs children within general education settings. The education now being most advocated for children with disability is inclusive education. Despite the many benefits of inclusion, difficulties inherent in this process are major setbacks to wider implementation of inclusive education in Kenya. The purpose of this study was to establish the perceptions of teachers and head teachers on the effectiveness of inclusive education in public primary schools in Yatta division, Machakos County. The objectives of the study were to determine the headteachers and teachers perceptions towards implementation of inclusive education in public primary schools, to find out the challenges facing teachers and headteachers in implementing inclusive education and to establish strategies to address the challenges facing the implementation of inclusive education in Yatta Division. This study was based on social learning theory by Vygotsky. The study employed descriptive survey design. The target population for this study comprised 61 schools with 61 headteachers and 881 teachers. The accessible population comprised of 18 headteachers and 90 teachers. Piloting was done on 2 schools in the division that were not included in the study. The instruments for data collection were questionnaires for the teachers and interview schedule for the headteachers. Permission to collect data was sought from the district education officer and the research instruments were administered to the respondents. The collected data was analysed using Statistical Package for Social Sciences (SPSS). The study established that: The headteachers and the teachers had a positive attitude towards the implementation of inclusion in primary schools, and that the SNE pupils required special attention during the learning in the regular classrooms, SNE Trained teachers in the schools were not enough to handle the many Disabled pupils, most of the school managers and headteachers did not have knowledge on SNE requirements and that the facilities for teaching the SNE pupils were not adequate, concluded that the government was not effective enough in supporting the implementation of inclusion programmes in that its policy on education of individuals with disabilities is implicit and fails to provide the mandated free education for them and The current curriculum in the schools does not cater for leaning needs for some forms of disabilities. The study recommends that: The government should evaluate of SNE policy on Inclusive education so as to effect sound management and effective implementation of the programme, implement integration programmes in selected primary schools, to cater for those pupils with SNE needs that cannot be included in the inclusive education, the headteachers, the teachers and the non teaching staff should undergo some SNE management training in order to be able to cater for the learners with special needs in the regular schools. It is hoped that the findings and recommendations of the study will deepen understanding in the functioning and effectiveness and the challenges faced by head teacher's in implementing inclusion and also provide valuable reference for policy makers, researchers and others involved in the management of public primary schools.

### 1.63 INFLUENCE OF THE EDUCATION POLICY IN KENYA VISION 2030 ON THE PROVISION OF QUALITY EDUCATION IN PUBLIC SECONDARY SCHOOLS IN NAKURU DISTRICT KENYA

LYNN S. LAWRENCE, *Master of Education in Educational Planning, Management and Administration*

#### ABSTRACT

This study sought to investigate the influence of the education policy in Kenya vision 2030 on the provision of quality education in public secondary schools in Nakuru District, Kenya. The education policy in Kenya vision 2030 which falls under the social pillar emphasizes on the provision of globally competitive quality education, training and research to her citizens for development and enhanced individual wellbeing. For this to be achieved contributors of quality education such as, teaching and learning resources have to be considered. The purpose of this study was to establish the influence of the education policy in Kenya vision 2030 on provision of quality education for realisation of the vision objectives in Nakuru District. The study was guided by Dale's cone of experience theory. Performance in this study was an indicator of provision of quality education. The dependent variable for the study was the provision of quality education while the independent variable was the education policy in Kenya vision 2030. The intervening variables were parent's characteristics, environment, learners characteristic, funds and politics. The study used descriptive survey design targeting all the 24 principals and 308 teachers from the 24 public secondary schools in Nakuru District. Stratified random sampling was used to select 10 principals and 32 teachers to participate in the study. Data was collected using two questionnaires; one for the principals and one for the teachers. An interview schedule with a district quality assurance officer was also conducted. The study yielded qualitative data which was analysed through descriptive statistics including the use of percentages and means. The analysed data was presented in summary form using frequency distribution tables, bar graphs and pie charts. The study established that the education policy influences the provision of teaching and learning resources. This may positively imply that the goals of Kenya vision 2030 will be achieved through the provision of quality education. These findings have important implications for the structuring of education policies in the country. Since the achievement of the education policy affects the provision of teaching and learning resources, the findings of this study suggest that proper policies regarding teaching and learning resources should be put in place as the country strives to achieve Kenya vision 2030 in its entirety. In addition, the Government should carry out an assessment of resources in different categories of schools to ensure equal and adequate distribution of resources. It is hoped that the findings of the study will form a basis for better implementation of education development strategies based on the provision of quality education. It will also be used in assessing and understanding better the influence of the education policy in Kenya vision 2030 and the provision of quality education in Nakuru District by stakeholders.

## 1.64 FACTORS THAT LEAD TO SECONDARY SCHOOL STUDENTS' UNREST IN KIGUMO DISTRICT, MURANG'A COUNTY, KENYA

ESTHER WANGUI KARIUKI, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISOR:** Dr. Ogeta Nobert

### ABSTRACT

School students' unrest have become a real problem in our society as they have affected the education system and its stakeholders. More often than not, what students normally start as an innocent adventure turns into serious destruction that later becomes an expensive venture. Despite the tough measures imposed by the government to arrest the situation, students have continued to get involved in unrest. The nature of unrests has also taken a dramatic turn as violence and destruction of school property have increased. (Ministry of Education 2008). The purpose of the study was to investigate the actual causes of students' unrest and strategies to curb them in Kigumo District. The objectives of the study were to: identify types and causes of Students' Unrest in Kigumo District; determine the influence of outlawed sects on discipline; establish the effects of students' unrest on Education and Society District; and establish strategies that can be put in place to curb Students' Unrest in Secondary Schools in Kigumo District. The study was guided by Victor Vroom's Expectancy Theory of 1964. The study used a descriptive survey design targeting the area District Quality Assurance and Standard Officer, all the 30 principals, 36 teachers and 6,000 students in all the 30 secondary schools in Kigumo District. Stratified random sampling was used to select 6 out of 30 schools to participate; each strata represented 2 Boys' Boarding, 2 Girls' Boarding, 1 Mixed Day, and 1 Mixed Boarding Schools. Simple random sampling was used to select 105 students from each school giving a total of 630 students. Purposive sampling was used to select 1 District Quality Assurance and Standard Officer, 6 principals and 36 teachers to participate in the actual study, giving rise to 673 respondents. Instruments used for data collection included interview guides, document analysis and observation schedules. Data was analysed and presented in form of tables, bar graphs and pie charts. The findings of the study are expected to benefit the education stakeholders in Kigumo District in trying to curb the problem of students' unrest in the secondary schools. The study established that the common types of indiscipline experienced in secondary schools in Kigumo District were truancy, drug abuse, destruction of properties, bullying among students and disobedience of school rules and regulations. It was established that the major causes of students unrest were; influence by outlawed religious sects, drug abuse and high handedness of the administration. The study also revealed that parenting styles such as alcohol taking also influenced students' behavior. The study further established that students' unrest greatly contributed to poor academic performance, poor relationship among students and other school stakeholders, lack of security within the school and the surrounding environment. The study recommends that: school administrators should ensure that all the school rules are clearly understood and accepted by all students, and efforts should be made to make students have a sense of belonging of the schools in order to become more responsible; parents and the entire community should be sensitized on the need to act as role models to students. The study further recommends that a study should be carried out to find out if teaching methodologies and school leadership styles have an influence on students' unrest.

## 1.65 AN ASSESSMENT OF THE MANAGEMENT CHALLENGES FACING SKILL DEVELOPMENT FOR CHILDREN WITH CEREBRAL PALSY IN MOMBASA COUNTY - KENYA

HELLEN MAITEKA, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISORS:** DR. Colins Ogogo, Mary Tsuma

### ABSTRACT

This study sought to assess the management challenges facing skill development for children with Cerebral Palsy and identifies strategies that can be used to improve the skill development. Children with cerebral palsy are not really different from other non-disabled children in intellectual and knowledge of learning, only that they have a problem with their physical growth and brain development disorders which makes them slow in acquiring their developmental skills. The main challenges identified include; lack of appropriate instructional materials, lack of total quality management in cerebral palsy schools, lack of cooperation between teachers and parents, lack of experienced personnel and lack of appropriate curriculum. Specifically the study sought to assess the factors that influence skill development for children with cerebral palsy, to determine if availability of specially trained personnel affects the Managements' skill development for children with cerebral palsy, to find out how the right to education enhances effective skill development in the cerebral palsy children, to identify strategies that can be used to improve skill development for cerebral palsy children. Literature was classified into two types of studies: the issues arising from the factors influencing skill development for children with cerebral palsy on one side and how they affect skill development on other side illustrated by a conceptual frame work. The two sets of variables included independent variable with instructional materials, trained professionals, special child rights, time allocation and skill development for the cerebral palsied children as the dependent variable. The study was a descriptive research and data for the survey was collected using questionnaires. From a population of 5 public primary special schools and 10 private primary special schools in Mombasa the study was obtained using a sample of 10% of the special schools of which ten respondents were interviewed from each school. The desired sample was obtained using proportional sampling from which the study subjects were randomly selected. After the development of the draft data collection draft, a pilot study was conducted in Tudor special private school in Mombasa District. The data was collected, coded and analysed using the Statistical Package for Social Scientists (SPSS). The research findings were presented using tables and figures while discussions and recommendations drawn from the findings were given, for instance, increasing community participation in skill development for learners with cerebral palsy, allocation of enough time in preparation and instilling of the developmental skills, increasing human and instructional capacity in the area of special needs particularly in support of cerebral palsied children with a flexible curriculum and appropriate instructional materials so as the learners with cerebral palsy can acquire their developmental skills adequately.



## 1.66 EFFECTS OF SUBSIDISED TUITION FEES ON MANAGEMENT OF PUBLIC DAY SECONDARY SCHOOLS IN THARAKA NITHI COUNTY, KENYA

KIRUGUA DAVID MURITHI, *Master of Education in Educational Planning, Management and Administration*

**SUPERVISORS:** Mr. George Miriti, Dr. David W Nguti

### ABSTRACT

The main purpose of this study was to examine the effect of subsidized tuition fees on management of secondary schools in Tharaka-Nithi County. The objectives of the study were to: determine the opportunities that head teachers had in the implementation of subsidized tuition fees, find out the challenges that head teachers are facing in implementing subsidized tuition fees and establish the strategies that the head teachers have employed to address the challenges they are facing in the implementation of subsidized tuition fees. This study presumed that subjects would complete the research instrument accurately and truthfully and would not interact with each other to affect the results of the study and that the sample size would be representative of the larger population. The study utilized a descriptive survey research design and the target population was 55 head teachers, 275 HODs and 495 BOG members totaling to 825. The study involved 69 subjects comprising of 17 head teachers, 35 HODs and 17 BOG members. The study used a questionnaire and interview schedules to collect data. A pilot study was conducted in 10 schools using 30 subjects in the same district. The validity of the instrument was ascertained by supervisors while reliability of the questionnaire was tested using Cronbach's Alpha Coefficient reliability test where reliability coefficient of 0.8 was obtained with the headteachers and HODs questionnaire and the instrument was considered to be reliable. The researcher obtained an introductory letter from Mount Kenya University and a research permit from National Council for science and technology. The researcher personally administered the instrument to the participants. Interviews were conducted on a one to one basis. Both descriptive and inferential statistics were used to analyze the data. Specifically, frequencies and percentages were used for quantitative data while qualitative data was discussed thematically and the results presented in form of tables and discussion of themes. The study established that subsidized tuition fees had enabled headteachers to improve sanitation facilities, procure enough textbooks and employing teachers. The study also found that with subsidized tuition fees, student's retention was enhanced. The challenges that head teachers were facing in the implementation subsidized tuition fees in public day secondary schools included: having incompetent account clerks that made them to engage services of external auditors at a fee, the funds allocated per student was inadequate and most of the times the funds were stretched to the limits to take care of school necessities, dropout and transfer of students to other schools leaving the school with huge fees arrears, delays in the disbursement of the funds making it difficult for schools to procure teaching and learning materials. The study recommends that government should either increase its budgetary allocation to finance secondary education or make secondary education totally free, offer grants and employment of teachers. It is hoped that the findings of this study will be of significance to curriculum developers, Ministry of Education and other stakeholders as they provide a picture of the current impact and practices regarding the implementation of subsidized tuition fees in secondary education.

## 1.67 CHALLENGES FACED BY SECONDARY SCHOOL STUDENTS IN LEARNING MATHEMATICAL CONCEPTS IN MAKUENI COUNTY, KENYA

JOSEPH MULINGE MUTALA, *Post Graduate Diploma in Education*

**SUPERVISOR:** Dr. Collins Ogogo

### ABSTRACT

The study was carried out in Makueni County of Eastern province and the data was collected from students and teachers in six secondary schools, which was the target population. The study thematically and objectively aimed at exploring the challenges faced by high school students in learning mathematical concepts, the concepts that most students find difficult to comprehend and the possible remedies to these challenges. It was also aimed at collecting information from about 30% of the target population using the random sampling techniques. The study attempted to utilize at least three data collection tools and instruments. They included questionnaires for the teachers and students, interview schedules and focus discussion groups. All of them were accurate in information gathering since they engaged a one to one interaction between the researcher and the respondents. The findings are significant in that they will provide valuable information and ideas which will considerably help in improving the standards in teaching and learning mathematics as a subject. Further, it will assist the government in developing clear guidelines towards teaching and learning mathematical concepts in the country at large.

## 2. SCHOOL OF BUSINESS AND PUBLIC MANAGEMENT

### 2.1 CRITICAL ANALYSIS OF COMPETITIVE STRATEGIES ON PERFORMANCE AND MARKET POSITIONING: A CASE STUDY OF MIDDLE LEVEL COLLEGES, IN MOMBASA COUNTY

ODDILLIA OKOTH, *Master of Business Administration*

**SUPERVISORS:** MR. HUMPHREY NJUKI DATE, DR. ENOCK GONGERA

#### ABSTRACT

Today, service organisations are shifting their focus from “transactional exchange” to “relational exchange” by developing mutually satisfying relationship with customers. Extended relationships are reported to have a significant impact on transaction cost and profitability, and customer lifetime value. Serving the customers, in true sense, is the need of the hour as the customer was, is and will remain the central focus of all organisational activities. An institution’s competitive behavior is an important area for any manager, director, principal, and policy makers. Among the explanations of firms’ behavior is Michael Porter’s Generic model. The researcher has presented this model in comparison with Porter’s five competitive forces of the industry. In the researchers’ comparative discussion, the use of Porter’s model to evaluate firms’ competitive behavior is supported. The major aims of the study was to identify and analyse the competitive strategies adopted by the Middle Level Colleges (MLCs) in Mombasa County, and whether they enhance performance and help in attaining market position. And lastly to determine the challenges faced by these colleges when implementing competitive strategies. In this study, the target population encompassed colleges located in Mombasa County amounting to 33% of the total population of 62 MLCs. The focus has been on six public and 14 private colleges that offer both university and non-university courses. A semi-structured questionnaire consisting of closed and open-ended questions was used to collect data using the drop and pick method. The data collected was processed by first editing, coding, classifying and tabulation. The researcher analysed the data processing with the aid of Microsoft excel 2007-integrated package and the SPSS software. Some recommendations that the study made includes the imposition of manager’s originality and creativity. Constant improvement, what the Japanese call “Kaizen”, is the only way a firm would sustain its long term competitive advantage and success. It is necessary for managers/ directors to develop strategies having unique details and deviations from the studied approaches to obtain superior performance.

## 2.2 ADOPTION OF SCALE UP STRATEGY AND ITS EFFECTS ON HEALTHCARE SERVICE PROVISION IN KENYA: ACASE OF ACADEMIC MODEL PROVIDING ACCESS TO HEALTH CARE (AMPATH) CERVICAL CANCER SCREENING PROGRAM

JOHN OWUOR OGUDA, *Master of Business Administration in Strategic Management*

**SUPERVISORS:** Dr. John M. Bonuke Lecturer, Mr. Caleb Akuku

### ABSTRACT

Scale up strategy is the deliberate effort to increase the impact of healthcare services successfully tested in experimental projects. The key purpose of this study was to examine the adoption of scale up strategy and its effects on access to healthcare services by women in Western Kenya. The objectives of the study were to determine factors facilitating scale-up strategy on cervical cancer screening program, to establish barriers to scale-up strategy on cervical cancer screening program, to find out the effects of scale up strategy in Cervical Cancer Screening Program (CCSP) on access to health care in Western Kenya and to examine the effects of scale up strategy on cervical cancer awareness and screening in Academic Model Providing Access to Health Care (AMPATH) cervical cancer screening program in Western Kenya. The study was carried out in Western Kenya at Moi Teaching and Referral Hospital in Uasin Gishu County, AMPATH Centre in Uasin Gishu County, Turbo Health Centre in Uasin Gishu County, Mosoriot Health Centre in Nandi County and Webuye District Hospital in Bungoma County. This study was based on the systems theory as propounded by Katz and Kahn (1966) which looks at how organisations function and operate as a system that is a sub-system of a much bigger system. The study employed survey research design that involved qualitative methods of data collection and analysis. The target population of the study included the CCSP staff and clients, which formed a total of 13,370 drawn from the five cervical cancer-screening clinics in which the study was conducted. A sample size of 390 respondents was drawn from this target population based on calculations by Nick, Amanda and Nigel (2009). Purposive sampling was employed in this study. Both open ended and closed ended questionnaires were administered to the screening clients while interview schedule was administered to the staff members. A pilot study was conducted prior to the main study to check on the reliability of the data collection instruments while three experts were used to examine the instrument for validity. Donor support, community collaboration, staff members and leadership, were the main scale up strategy facilitators identified by the respondents. The barriers to scale up strategy identified included organisational structures, financial barriers, awareness and communication resource allocation and collaborating institutions. The study identified scale up strategy to be effective in improving access to cervical cancer screening as well as increasing screening coverage and awareness to the target population. The results were presented in tables, graphs and real captions of respondents' quoted words. The major findings of the study were: the scale up strategy has led to expansion in geographic coverage; the scale up strategy program has increased the coverage of screening. The CCSP program has been able to improve access to healthcare through the scale up strategy that has been able to see the program not only improve in the coverage location but also population coverage. The scale up strategy has increased cervical cancer awareness in AMPATH cervical cancer screening program in Western Kenya. This research recommended the need to conduct much bigger similar study with more programs, studies on scale up facilitators to be conducted and that similar studies should be conducted by healthcare sector to come up with improvement in their service provision.

## 2.3 AN ASSESSMENT OF THE IMPLEMENTATION OF STRATEGIC CHANGE IN TERTIARY INSTITUTIONS: A CASE OF GOVERNMENT INSTITUTIONS IN THE COAST REGION KENYA

ANTONY WANJALA, *Master of Business Administration*

**SUPERVISOR:** Mr. John Muhia, Dr. George Gongera

### ABSTRACT

An analysis of strategic change implementation has often indicated that people tend to resist change especially if not effectively implemented. Major failures are associated with the implementation phase. The objective of this study was to identify the strategic change implementation pitfalls in tertiary institutions and assess the approaches adopted by tertiary institutions in strategic change implementation. Lastly the study sought to determine the factors that influence the success of strategic change implementation in tertiary institutions. The study adopted the force field theory of driving forces and restraining forces. The population of the study was drawn from the staff and management of two government tertiary institutions in the Coastal region of Kenya. A sample size of 102 was targeted, however the real analysis was based on 98 respondents. The study revealed that strategic change implementation is a critical phase in strategic change management and institutions should involve all stakeholders and work towards ensuring that the major pitfalls are mitigated and deliberate efforts to enhance the success factors made. It was also established that inadequate funds and lack of effective two way communication are the greatest pitfalls to successful strategic change implementation. Both proactive and reactive approaches to strategic change management have been adopted by tertiary institution. The study further revealed that successful strategic change is influenced largely by effective planning and ensuring adequate funding to sufficiently carry out the anticipated changes. Institutions should carry out a proper analysis of underlying factors before embarking on strategic change to ensure coordinated efforts in the implementation phase. The realisation of the anticipated goals of the implementation of strategic change in tertiary institutions is to a greater extent. However, more capacity building on change management is necessary.

## 2.4 BRAND LOYALTY OF SOFT DRINK PRODUCTS AMONG YOUTH CONSUMERS: A SURVEY OF COLLEGE STUDENTS IN BUNGOMA COUNTY, KENYA

SING'OEI JULIUS KIPTOO, *Master of Business Administration*

**SUPERVISORS:** Dr. John M. Bonuke, Mr. Moses Mwirigi

### ABSTRACT

All firms aspire not only to attract new customers but also to transform the existing ones into loyal clients. A modern consumer is quite complex in character, more so the youth consumers. The purpose of this study is to establish the key factors that influence brand loyalty of soft drink products among the youth in various colleges in Bungoma County.

This study was guided by the following research objectives: To establish the relationship between brand quality and consumer brand loyalty of soft drink products; to find out the relationship between brand name and consumer brand loyalty of soft drink product; to determine the relationship between brand product price and consumer brand loyalty of soft drink products, and to examine the relationship between brand product promotion and consumer brand loyalty of soft drink products among the youth in various colleges in Bungoma County. This study adopted a descriptive survey research design. The target population of this study was 2,140 students in studying in various colleges within Bungoma County. A sample size of 322 students was selected to participate in the study by applying Krecjie and Morgan sample size determination table. Simple random sampling technique was used to sample the respondents. Questionnaires were used to cater information relevant to this study. Piloting was conducted to determine the reliability of the research instruments by first determining Cronbach's  $\alpha$  coefficient. Descriptive and inferential statistics was employed to analyse data gathered. The descriptive statistics involved frequencies and percentages while the inferential statistics involved multiple regressions with ANOVA. Hypothesis was tested using F-test at 95% confidence level. The result of the analysis showed that there was a significant relationship between brand loyalty and product price, similarly, the findings indicated that window displays attract more soft drink consumers to buy the brands, thus increasing their purchase frequencies which later translates to brand loyalty. Similarly, there was a positive and significant correlation between product promotion and brand loyalty in Bungoma County. It can therefore be concluded that product prices influences brand loyalty. The findings indicate that product price increase affects negatively the product loyalty among soft drink consumers in Bungoma County. Brand loyalty is affected by several factors including purchase frequency; therefore purchase frequency needs to be enhanced as it influences brand loyalty. It was recommended that promotions highly affect brand loyalty and therefore companies which produce soft drinks need to enhance promotional campaigns in order to increase brand loyalty among customers.

## 2.5 ORGANIZATIONAL WORK PLACE CONFLICT MANAGEMENT STRATEGIES ON JOB SATISFACTION IN KENYA: A CASE STUDY OF NZOIA SUGAR COMPANY

ASSUMPTA NYANCHAMA OMWERI, *Master of Business Administration in Human Resource Management*

**SUPERVISOR:** Dr. Pamela Ochieng, Shedd D. Simotwo

### ABSTRACT

Conflict is inevitable given the wide range of goals for the different stakeholders in an organisation. Its absence signifies that management emphasises on conformity and stifles innovation. The purpose of this study was to investigate conflict management strategies and their effect on employees' job satisfaction at Nzoia Sugar Company, Kenya. The specific objectives of this study were: To examine the main types of work place conflicts; to determine the major sources of work place conflicts; to identify the conflict management strategies most commonly used by management in resolving work place conflict; to establish factors that determine the choice of conflict handling style by management staff, and to find out the effect of conflict management strategies on employee job satisfaction at Nzoia Sugar Company. The target population was 3,726 permanent employees in Nzoia Sugar Company. A total sample of 400 employees comprising of 14 top level managers, 18 middle level managers, 18 low level lanagers (supervisory staff), and 350 operational staff was selected using purposive sampling and stratified sampling techniques. This was 10% of the target population. Data was collected by use of a questionnaire and interview schedule. Data was analysed through use of both descriptive and inferential statistics and presented by use of tables and graphs which included pie charts and bar charts. Microsoft Excel (2007) and Statistical Package for Social Science version 17.0 helped in data analysis. The study found out that the main causes of conflict at Nzoia Sugar Company were expectations from top management, inadequate salary and remuneration, inadequate income, work overload and stress, interdependence of departments, inability to involve employees in decision making, low job satisfaction, power struggle, seeking of favours and disciplining employees. The study also found out that the collaboration and compromise techniques were the most frequently used conflict management strategies in resolving conflict. The study further found out that the main factors which may determine one's choice of a particular conflict handling style(s) are the emergence of conflict, the nature of the conflict to be handled, the significance of the issues involved, the organizational policy, the intensity of conflict, perceptions and the trade union influence, the importance and urgency of the problem and people perceptions. This study shares the much-needed information on conflict management with various stakeholders in the management of the sugar sector. This research contributes to the body of the existing literature. Specifically, it will inspire managers in the sugar industry to develop appropriate strategies on how to manage conflicts in their organisations effectively. The study will provide an opportunity for the management to resolve the issues at the initial stages.

## 2.6 CHALLENGES FACING REVENUE COLLECTION AND THEIR EFFECTS ON SERVICE DELIVERY AT MUNICIPAL COUNCIL OF NAIVASHA, NAKURU COUNTY

ROBERT NGUYO NDUNGU, *Masters of Public Administration*

**SUPERVISOR:** Prof. G.j.o Manyasi

### ABSTRACT

This study has tried to analyse some of the challenges that have continued to affect revenue collection and service delivery in many local authorities both globally and locally where majority of municipalities are unable to deliver sufficient services to their residents due to financial instability. Naivasha Municipal Council is among the municipalities that are experiencing financial pressure that has affected the quality of service delivery to the public. From the findings, the study closely identifies revenue collection and service delivery as being affected and influenced by similar factors. The respondent to questionnaires associated poor service delivery to lack of enough revenue. Employees from the local authority have also been linked to the insufficient revenue collection in the sense that they lack some specific competencies. On the other hand the staff feels that there is need for staff motivational strategies to boost morale in executing their duties. Among the challenges noted, corruption came out to being the strongest, however, it is also clear that the local authority personnel do not understand their mandate in work performance and service delivery as stated in the Council's Service Charter. Lack of frequent staff appraisals has also been cited as a factor affecting service delivery since employees do not understand what to deliver because there are no clear targets to be achieved. On the other hand, poor record keeping in the Council has discouraged payment of taxes.

This study has proposed some intervention measures that the Municipal Council of Naivasha can employ to enhance revenue collection and therefore improve service delivery to the public. Some of the strategies discussed include adoption of e-government technology and payment, twining and sister city approaches and embracing ICT in all departments and to carry out regular staff appraisals and in depth staff training on Council Service Charter.



## 2.7 IMPACT OF REBRANDING AND STRATEGY ON ORGANISATIONAL PERFORMANCE (A CASE STUDY OF KENYA POWER)

MASIBO FREDRICK WANDILI, *Master of Business Administration*

**SUPERVISOR:** Dr. James N.maingi

### ABSTRACT

The main objective of the study was to examine the effect of rebranding by way of mentorship, as a strategy on organisational performance with a view to coming up with viable and elaborate recommendations for possible adoption by the relevant stakeholders. The specific objectives were to identify the aims for mentoring as a strategy, to determine how mentoring affects organisational performance, to analyse the impact of mentorship as a rebranding strategy and to explain the impact of mentorship on rebranding. The research design used was that of descriptive method. It sought to address and assess new insights of the phenomenon under study. The research instruments used were questionnaires, interviews and discussions. Kenya power plays a very instrumental role in the growth of the country's economy and hence the need to have it embrace trendy management practices to enable it attain its set goals. This research paper examined the impact of rebranding strategy by mentorship on organisational performance, being sampled as the case. The research design used was a descriptive one and the questionnaire, interview schedules, observations and discussions were used for data collection. A simple random sampling of Kenya power employees was done. To carry out the study, the researcher used both the qualitative and quantitative methods of research when analysing the findings. The findings of the research then evolved a number of recommendations. Such recommendations were that the government should establish active mentoring programs to avoid crash programs since most employees are not experienced. The government should also encourage knowledge development through training and education since it was found that top executives in firms were not highly specialised. Another recommendation was that the government should devise strategies to educate workers in order to improve working conditions and creating markets for firms like the Kenya Power. Active communication between employees and management was highly recommended. In conclusion, it was noted that mentoring as a strategy is effective for rebranding firms and institutions.

## 2.8 EFFECTS OF ENTREPRENEURIAL FACTORS ON WOMEN ENTREPRENEURS IN KENYA: A CASE OF MICRO, SMALL AND MEDIUM ENTERPRISES OWNED BY WOMEN IN ELDORET MUNICIPALITY

BENJAMIN KANDA TEIMET, *Master of Business Administration*

**SUPERVISOR:** Dr.pamela Ochieng, M/S. Joseline Metobo

### ABSTRACT

The main objective of this study was to assess the effects of entrepreneurial factors namely; financial, psychological and social factors on women entrepreneurs in Kenya. This has been achieved through addressing five specific objectives namely; examine the effects of financial factors on women entrepreneurs in Eldoret Municipality, establish the influence of psychological factors on women entrepreneurs in Eldoret Municipality, determine the effect of sociological factors on women entrepreneurs in Eldoret Municipality, examine if experience influences significantly women entrepreneurs in Eldoret Municipality and determine if education level influences significantly women entrepreneurs in Eldoret Municipality. The study sampled 184 businesses owned by women out of the targeted population of 424 registered women micro, small and medium enterprises in Eldoret Municipality's records. The sample was arrived at using stratified sampling at first to categorise businesses into; micro, small and medium enterprises. Proportionate simple sampling was carried out to select a representative of each group and finally, random sampling was done to get required respondents. One hundred and fifty six responses were recorded representing 85% of the sample. The study was a survey design that involved descriptive and inferential statistics in the process of addressing its objectives. This method of investigation was found appropriate since it could provide in-depth information on the effects of entrepreneurial factors on women entrepreneurs in Eldoret municipality. The data collection instruments used were questionnaires and interview schedules. These were necessary in getting detailed information from the respondents and even cross checking any biases in data collection. The research depended heavily on primary data sources and has been validated by secondary data. The study results revealed that women between the age range 26-45 are actively in business. It was also discovered that marital status does not matter much among women entrepreneurs since majority of them were married and living with their spouses and dependants. The major business structures operated by women in Eldoret Municipality are sole proprietorship, mostly in service and trade industries. The study's correlation results showed there are strongly significant relationships between the entrepreneurial factors and women entrepreneurs in Kenya. The researchers conclude that women entrepreneurs in Kenya and the rest of the world remain a powerful driving force in economic development but lack basic training and development programmes able to transform them into skillful and expert entrepreneurs. Thus, the study recommends that governments, private sectors and non-state actors engage more on women entrepreneur's empowerment programmes as an innovative approach to poverty alleviation. Enhancement of accessibility of various credit facilities to women to ease their interests in entrepreneurship is also important. We suggest further research be carried out in other towns/parts in the country to warranty sufficient generalisation of these findings.

## 2.9 AN EVALUATION OF INTERNAL CONTROL PROCEDURES ON FINANCIAL REPORTING IN LOCAL AUTHORITIES IN KENYA: A CASE OF MUNICIPAL COUNCIL OF ELDORET

AMBROSE KIPTOO CHELIMO, *Master of Business Administration in Finance and Accounting*

**SUPERVISORS:** Dr. John M. Bonuke, Mr. Shedd D. Simotwo

### ABSTRACT

Internal control systems in local authorities in Kenya is a topical issue following fraudulent financial reporting and accounting scandals as reported by Kenya national audit office reports. Remedial actions and a proactive preventive approach to these problems required a critical evaluation of existing internal control structures of these entities in order to ensure that their activities are carried out in accordance with established goals, policies and procedures. The purpose of this study was to investigate internal control procedures over financial reporting in the Municipal Council of Eldoret. The study was guided by the following objectives: To establish the effect of the various types of administrative controls on financial reporting in the Municipal Council Eldoret; to examine the effect of internal audit function on financial reporting in the Municipal Council of Eldoret; to find out the effect of internal audit committee on financial reporting in Municipal Council of Eldoret; to assess the effect of computer controls on financial reporting in the Municipal Council of Eldoret, and to establish the relationship between accounting control procedures and financial reporting in the Municipal Council of Eldoret. Descriptive statistics was used to measure central tendencies and dispersion to describe the sample statistics. Inferential and correlation analysis was used to draw conclusions concerning the relationships and differences found in the research results. The target population for the study was 339 mainly drawn from three departments of the council. The sample size of 211 respondents comprised of heads of department, sectional heads, supervisory staff and operation staff. The study used structured questionnaires to collect data. The data collected was analysed by use of descriptive statistics, where frequencies and percentages were used. Analysed data was validated, coded and presented in tables. The findings of the study were that the various types of administrative controls have an effect on financial reporting at the Municipal Council Eldoret, that Internal Audit functions have an effect on financial reporting at the Municipal Council of Eldoret, that internal audit committee functions have an effect on financial reporting at Municipal Council of Eldoret, that computer control have an effect on financial reporting at the Municipal Council of Eldoret, and results of the findings supported the existence of relationship between accounting controls procedures and financial reporting in the Municipal Council of Eldoret. The study recommends that monitoring and evaluation should be enhanced at the Council. It further recommends that the internal audit function be independent of the management of the Council and instead be considered under Kenya National Audit Office administratively. The local authority integrated financial operation management system which was designed with the support of the Ministry of Local Government should be improved. The independence, composition and competency of the internal audit committee require the intervention of the Ministry of Local Government for it to be effective. This study therefore suggests that future research be considered in the following areas: Evaluation of internal controls on organisational performance of local authorities in Kenya; evaluation of the effectiveness of internal audit in corporate governance in local authorities in Kenya, and a baseline survey on employees and customer satisfaction be carried out in local authorities in Kenya.

## 2.10 BRAND EQUITY AND ITS EFFECT ON SALES PERFORMANCE OF SELECTED BRANDS OF SOFT DRINKS IN SUPERMARKETS IN KENYA: A CASE OF TUSKYS SUPERMARKETS, EL DORET

SIRAI CHEBET SYLVIA, *Master of Business Administration*

**SUPERVISORS:** Ms Joseline Metobo, Dr John .M. Bonuke

### ABSTRACT

The purpose of this study was to assess the effects of brand equity on sales performance of soft drinks companies, a case of Tusky's supermarket, Eldoret. The main objective was to assess the effects of brand equity on sales performance whose specific objective were: to assess the effect of brand equity on customer satisfaction, to investigate the effect of brand equity on customer retention and to analyze the relationship of brand equity on customer loyalty. The study will benefit companies producing soft drinks as it will provide a basis for decisions necessary to enable them to carry out product modification aimed at improving the market performance of their products. The research adopted the Keller and Lehmann (2003) model theory of Brand Value Chain which states that consumer mindset consists of multi-dimensional attributes including brand awareness and experiences. Customer mindset is likely to result in the market place performance such as increased customer loyalty and market share. There are three variables in the conceptual framework, the dependent, independent variables and the intervening variable. Brand equity is the independent since it is manipulated to see the effects that it will have on customer satisfaction, customer loyalty and customer retention which are the dependent variables. A descriptive research design was employed to determine the effect of brand equity on sales performance. A target population of 1000 was selected. A sample of 300 was then selected. The questionnaire was used as instruments of data collection. Data was analysed through descriptive statistics. Data was presented through frequency tables and percentage. The major findings of the study were that Coca cola product is doing well because most customers are aware of its existence and this is as a result of advertising of its products that is done every day through the different media, making the customer prefer its brand as compared to the other. The signs of customers being loyal to a company's product can be exhibited through presence of repeat purchase, increased in sales volume, increased in profits and improved market share. These signs are physical and therefore management can easily know which position it falls among the other brands in the market. The common effects of brand equity on sales performance is that when a product is tailored to suit the needs of customers and the customers become aware of this products through advertising, definitely it will lead to its good performance and beat the other products in the market. The challenges soft drink producing companies face include lack of management goodwill, competition from other soft drink producing companies and ineffective human resource policies. These challenges emanate from the top management and therefore can be addressed effectively if management provides finance to assist in advertising the company's product.

## 2.11 ADOPTION OF MOBILE BANKING STRATEGY AND ITS EFFECTS ON CUSTOMER SATISFACTION: A CASE OF EQUITY BANK IN ELDORET TOWN, KENYA

ABIGAELE JEPLETING, *Master of Business Administration (Strategic Management Option)*

**SUPERVISORS:** Dr. Robert Atambo, Mr. Victor Kiptum

### ABSTRACT

The major concern of the study was to investigate the adoption of mobile banking (M-banking) strategy and its effects on customer satisfaction in Kenya with a specific interest on Equity Bank, Eldoret town branch. It was seeking to address the following objectives: To find out the effects of mobile banking on the efficiency of bank operations; to determine the effect of mobile banking on customer satisfaction; to investigate the challenges facing mobile banking, and to find out the effect of M-banking on quality of banking services. The variables of the study included; mobile banking strategy, quality of banking services, efficiency of banking services, challenges of mobile banking and customer satisfaction. The significance of the study is that the findings should aid in filling the gaps in the banking sectors and the available threats on the ground on M-banking and E-business in general. The study also adopted a conceptual framework designed by the researcher and a theoretical framework known as the Product Life Cycle theory (PLC). The PLC theory states that the product's life cycle usually consists of four major steps or phases: Product introduction, product growth, product maturity and finally product decline and mobile banking as depicted by its characteristics is in growth phase of the life cycle. Descriptive research design was used to determine the way mobile banking strategy had affected customer satisfaction. The target population was 2,130 consisting of employees, bank customers and agents, while a sample size of 213 was drawn from the target population. The sampling techniques used in the study were stratified sampling and purposive sampling. The research instruments comprised of questionnaires and interviews while descriptive statistics was used to analyse data. The study findings revealed that close to all those using M-banking services at the moment were satisfied that indeed M-banking was efficient and reliable. However a bigger part of those not using it doubted it citing security measures and reliability. The study concluded that Equity Bank in its provision of M-banking services should make huge efforts towards building trust with customers from the findings of the study. The study recommended that it would be important to use a much wider scope such as Equity Bank's within Kenya in general or all banks located within Eldoret town, and compare its results. Possibly there could be a much broader understanding since quite a few respondents were using M-banking services at the moment as opposed to those not using them.

## 2.12 SOCIAL CASH TRANSFER PROGRAMME AND ITS EFFECT ON HOUSEHOLD WELFARE IN KENYA: A CASE OF TURKANA SOUTH CONSTITUENCY, TURKANA COUNTY

LYNUS EKUWAM EBENYO, *Master of Public Administration*

**SUPERVISOR S:** Shedd D. Simotwo, Dr. John M. Bonuke

### ABSTRACT

Social Protection Programmes have remained a key concern to the Government of Kenya and other social development actors like Non-Governmental Organisations, Faith-Based Organisations, and civil society organisations. Social protection is increasingly recognised as an essential instrument for poverty reduction in low and middle-income nations. There are several agencies involved in social protection programmes. There is a new approach to social protection programming for the poor and vulnerable: Social Cash Transfer Programme. The purpose of the study was to assess the effect of cash transfers as social protection programme on household welfare in Turkana South Constituency. The objectives were: To establish the effect of social cash transfers programme on women empowerment; to determine the effect of social cash transfer programme on social welfare of households; to examine the effect of social cash transfer programme on education of children, and to evaluate the effect of social cash transfers programme on economic welfare of households in Turkana South Constituency. To achieve the objectives of the study, a descriptive study design approach was used. The target population was 3,004 households in Turkana South Constituency. The sample size was 301 respondents representing 10% of the total population. Both stratified and purposive sampling was used to select respondents. The researcher used primary source of data obtained from the beneficiary respondents to study and analyze the research elements to address study objectives and answer the research questions. Interview schedule was used to collect data. Data collected was analysed using descriptive and inferential statistics. Analysed data was then presented in tables and bar graphs. The study findings showed that social cash transfer programmes have transformed household welfare in Turkana South Constituency. The results showed that social cash transfer programme has led to improvement in women empowerment, social welfare of households have been improved, economic welfare of households have changed and education status of children has positively changed. The problems identified are; cash delays, inadequacy of cash, and inconsistency in cash release, insecurity issues and high dependency ratio among families. The study recommends that government and other stakeholders involved in social cash transfer programme increase their cash allocation in order for it to have a bigger impact on household welfare. The social cash transfer beneficiaries need to be trained on financial management so that the objective and goals could be achieved. Better and well-managed social cash transfer programme will aid in poverty reduction, better living conditions, improvement in basic facilities, increase in business assets and increase in household income.

## 2.13 INFORMATION AND COMMUNICATION TECHNOLOGY AS A STRATEGY FOR QUALITY PUBLIC SERVICE DELIVERY: A SURVEY OF ELDORET MUNICIPAL COUNCIL, KENYA

MARY MWIHAKI MUKONO, *Master of Business Administration in Strategic Management*

**SUPERVISORS:** Ms Christine Cheptoo, Mr. Victor Kiptum

### ABSTRACT

The main purpose of this study was to assess the use of ICT as a strategy on quality of public service delivery at Eldoret Municipal Council. The specific objectives included; to establish the effect of LAIFOMS and interactive website on the efficiency and effectiveness of public service delivery, to examine the effect of LAIFOMS and interactive website on accessibility of public services at Municipal Council of Eldoret, to determine the effect of LAIFOMS and interactive website on customer satisfaction at Municipal Council of Eldoret and to find out the effect of LAIFOMS and interactive website on enhancement of transparency and accountability in delivery of public services at Municipal Council of Eldoret. The study will be of great assistance to policy makers and planners in the ministry of Local Authority by providing information on the current situation concerning the impact of ICT adoption on delivery of public services. The study focused on LAIFOMS and interactive website only. This study was guided by Hood's (1991) theory of New Public Management, which gives special importance to public service delivery and its implications. The target population included seven heads of departments, 804 Eldoret Municipal Council employees and 51,217 customers seeking services from the Council. A sample of 384 was used. Random sampling and purposive sampling techniques were employed by the study. This study utilised a questionnaire and interview schedule to collect primary data from the field. The data entry and management was undertaken using the Statistical Package for Social Sciences (SPSS). Each questionnaire was first checked for completeness and the preliminary general trends of data were established. Data was then coded and entered into a predesigned data entry spreadsheet in SPSS. Descriptive statistics were then used to analyse data. These methods allowed data to be condensed in the form of frequencies and percentages of the variables. The data was analysed and then presented in tables, pie charts and bar charts. Permission to carry out the study was sought from the Ministry of Higher Education, Mount Kenya University, and from the respondents who participated in the study. The study found out that LAIFOMS and interactive website affect the efficiency and effectiveness of public service delivery, accessibility of public services, transparency and accountability in delivery of public services and customer satisfaction at Eldoret Municipal Council.

## 2.14 QUALITY MANAGEMENT PRINCIPLES AND THEIR EFFECT ON PERFORMANCE OF SMALL SCALE ENTERPRISES IN KAPSERET LOCATION, ELDORET MUNICIPALITY, KENYA

ISAAC SILALI SIRALI, *Master of Business Administration in Strategic Management*

**SUPERVISORS:** Dr. John M. Bonuke, Mr. Caleb Akuku

### ABSTRACT

The purpose of the study was to determine the effect of selected Quality Management Principles on the performance of small-scale enterprises in Kapseret location, Eldoret municipality, Uasin Gishu County, Kenya. The objectives of the study were: To determine the effect of customer focus on performance of Small Scale Enterprises; to find out the effect of continuous improvement on performance of Small Scale Enterprises; to determine the effect of factual decision-making on performance of Small Scale Enterprises and to examine the effect of beneficial supplier relationships on performance of Small Scale Enterprises in Kapseret location. The research was descriptive in nature and utilised primary sources of data. The study targeted a population of 502 small scale enterprise owners from which a sample size of 151 were selected and studied. The sample was selected by use of stratified random sampling technique. Questionnaire and interview schedule were used to collect data from respondents. The data collected was analysed using Statistical Package for Social Sciences computer program where questionnaires and interview were coded, cross-tabulated including percentages and subjected to testing using the chi-square distribution that established the relationship of study variables concerned. The study found out that: Customer focus had an effect on performance of Small Scale Enterprises as the performance of the Small Scale Enterprises were good as a result of customer focus; continuous improvement had an effect on performance of Small Scale Enterprises as performance of the business organisations was considered good due to continuous improvement; factual decision making had no effect on performance of Small Scale Enterprises as most small scale business owners did not make decision based on facts, and beneficial supplier relationships has an effect on performance of Small Scale Enterprises in Kapseret location as performance of business organisation due to supplier relationship was good. The study recommends that: Small scale entrepreneurs be trained on the issues that pertain to entrepreneurship by the government which should include training small scale business owners on Quality Management principles, there should be collaboration and cooperation of the various stakeholders in the commercial industry and the government should create an ample business environment that will be conducive for the growth of Small Scale Enterprises. The findings give assistance to those who want to start small-scale enterprises to know how to manage them professionally. Further the findings may be used by the government in coming up with policies to improve success of Small Scale Enterprises. The study will also form basis for further research on areas not covered by the scope of this study.



## 2.15 AN ASSESSMENT OF QUALITY ASSURANCE SYSTEM AND ITS EFFECT ON ORGANISATIONAL PERFORMANCE OF NATIONAL POLYTECHNICS IN KENYA: A CASE OF ELDORET POLYTECHNIC

LUCY WANJIRU MAINGI, *Master of Business Administration in Strategic Management*

**SUPERVISORS:** Ms Christine Cheptoo, Mr. Dickson Gekombe

### ABSTRACT

Higher education institutions are accountable to the stakeholders. National Polytechnics in Kenya of which Eldoret Polytechnic is one of them, fall under the category of higher education institutions. This study assessed the effectiveness of the quality assurance system on performance of national polytechnics in Kenya, the case of Eldoret Polytechnic. The objectives of this study were: To determine the effect of Quality Assurance System on teaching; to explore the effect of Quality Assurance System on learning; to establish the relationship between Quality Assurance System and academic performance; to find out the relationship between Quality Assurance System and customer satisfaction in Eldoret Polytechnic. This study utilised a descriptive survey design. The study was carried out in Eldoret Polytechnic situated within the Eldoret Municipality, Uasin Gishu County. The target population for this study was 6,084, comprising of top management, heads of departments, lecturers and students. The sample size was 362 respondents. The study employed stratified sampling, random sampling and purposive sampling. The researcher used structured questionnaires, an interview schedule and observation schedule to collect data. Both descriptive and inferential analysis was used to analyze the collected data. The Statistical Package for Social Sciences was used in analysing the data. The findings of the study were: Eldoret Polytechnic does not have adequate books for teaching and does not have good ICT facilities for teaching. There are flexible teaching programmes and timetabling was efficient. There is delay in payments to part-time lectures at Eldoret Polytechnic, which has an effect on teaching morale. From the above results it can be concluded that quality of teaching at Eldoret Polytechnic is in doubt as many results inclined towards inefficiency. It was not up to the majority of the respondents' expectation. Eldoret Polytechnic does not have adequate facilities for learning. Further, there is positive relationship between quality assurance and teaching, there is positive relationship between quality assurance and learning, there is positive relationship between Quality Assurance System and academic performance and there is a significant positive relationship between quality assurance and customer satisfaction in Eldoret Polytechnic. The study makes the following recommendations: There should be improved communication between the management, lecturers, other employees and the general students' fraternity to help in reducing disputes and improve performance, the management should pay lecturers promptly which will address the issues that cause non performance, the Eldoret polytechnic management should invest in more facilities that enhance teaching for example issuing laptops to lecturers and the management should stock more books in the library to enhance both the students' and lecturers researchers.

## 2.16 THE MANAGEMENT OF PUBLIC EDUCATION FUNDS IN PUBLIC DAY SECONDARY SCHOOLS IN MOMBASA COUNTY

HELINAH KABURA KIRUHI, *Master of Business Administration*

**SUPERVISOR:** Kennedy Waweru, Barasa Wamalwa

### ABSTRACT

The purpose of the study was to enquire into the management of public education funds by public day secondary schools which are allocated by the government. The study sought to answer the question of whether training, controls and laid down policies by the government have any effect on how public funds are managed in the public day secondary schools. The study targeted members of the procurement unit and Principals of selected schools in the Mombasa County. The researcher used the descriptive research design. Out of the 21 public day secondary schools fully funded by the government, purposive sampling was used to select 10 schools. The data was obtained from 40 respondents who included the head of the institution, the bursar, chairman of the procurement committee, and a member of the inspection committee. The data was collected through use of a questionnaire for the members of the procurement unit and an interview schedule for the principals and was analysed using the Statistical Package for Social Sciences statistical software. Descriptive statistics such as frequencies and percentages were used to analyse the data which was then presented in the form of tables, charts, and graphs. To show the relationship between the independent and dependent variable, Pearson's product moment correlation ( $r$ ) was used. The study found that one of the major challenges facing schools in management of educational funds is lack of understanding of the procurement procedures amongst those who have been entrusted with carrying out the job. The study found that training of members of the procurement unit in Mombasa County was done although not all members were trained. It was also found that those trained cannot carry out the procurement without help. On the question of internal controls, it was found that they do help in management of funds and they enhance efficiency, transparency and accountability. However the study showed that not all schools had internal controls in place. All the schools had functioning procurement units and respondents indicated that procurement policies help achieve efficiency in management of funds. Budgets as a form of control are made but not strictly adhered to. The study also indicated that though government policies helped in better management of funds, the late disbursement of the allocated funds affected the planning function in the schools. The principals felt that the money allocated was not enough to take care of all the expenses in a school and should be increased to cater for the rising cost of living. The respondents indicated that external controls help achieve efficiency and effectiveness but the annual audit was not enough to deter fraud and thus the audits should be more frequent. Measures to be taken include training for members of the procurement unit and the principals so that they may be able to detect cases of fraud and better manage the funds. The respondents also felt that the education funds should be released to schools in good time and also be increased to reflect the rising cost of living.

## 2.17 EFFECTS OF PERFORMANCE CONTRACTING ON THE ACHIEVEMENT OF STRATEGIC MANAGEMENT OBJECTIVES: A CASE OF MOI TEACHING AND REFERRAL HOSPITAL

EMILY CHEROP BOIT, *Master of Business Administration in Strategic Management*

**SUPERVISORS:** Dr. Pamela Ochieng, Mr. Victor Kiptum

### ABSTRACT

The ever changing business environment has triggered diverse reactions both in the service and product organization. This has led organizations adopt several strategies so as to remain afloat. One of the strategies that has been adopted is performance contracting.

The main purpose of this study was to determine the effects of performance contracting on the achievement of strategic objectives at Moi Teaching and Referral Hospital. The objectives of this study were, to establish the reasons for having introduced performance contracting at MTRH, to determine employee perception of performance contracting at MTRH, to find out how performance contracting has influenced achievement of strategic objectives at MTRH, and to determine challenges of performance contracting facing MTRH in the achievement of strategic objectives. The study employed a survey design.

The study targeted a total population of 810 employees of the organization. The researcher selected a sample size using 30% of the population which translates to 243 respondents using stratified and purposive sampling techniques. The researcher employed questionnaires to collect data from the respondents. The Statistical Package for the Social Sciences (SPSS) was used to capture and analyze data. Descriptive statistics were first generated and included frequency tables. The association between demographic and specific objectives on characteristics of the questionnaire were presented and analysed through frequency tables and contingency tables. The study established that the major reasons for introducing performance contracting were dismal employee performance, requirement by the ministry of local government/government directive, and desire for employee commitment to their jobs. The employee's perceptions of performance contracting on strategic objectives at MTRH are improved service delivery, healthy working environment, and customers' satisfactions. Performance contracting has influenced achievement of strategic objectives at MTRH through improved efficiency in resource utilization; it has improved service delivery, and facilitated measurement and evaluation of performance. The challenges of performance contracting facing MTRH in the achievement of strategic objectives include; short-termism, misrepresentation or corruption of data and inflexible pursuit of defined objectives. The researcher recommended that the management should provide the required resources and ensure that reporting data is not manipulated to ensure that accountability is guaranteed. Further research should be carried out to determine the effects of performance contracts on employee performance.

## 2.18 BRAND DIFFERENTIATION AS A STRATEGY IN SUSTAINING COMPETITIVE ADVANTAGE: A COMPARATIVE STUDY OF NATIONAL BANK AND EQUITY BANK, ELDORET

LYDIA CHELIT NAMTALA, *Masters of Business Administration in Strategic Management*

**SUPERVISOR:** Christine Jeptoo

### ABSTRACT

A company's survival depends on how well it is able to outperform its competitors. Its ability therefore to implement strategies that would ensure it dominates the market in a given industry is key in determining its competitive advantage. A number of strategies exist that correctly position the company in the market including brand management. The failure of companies to effectively employ brand management in an effort to acquire customer loyalty has led to switching of brands among customers based on customer perception. Established banks within Eldoret town have over the last few years lost considerable shares of their market to new financial entrants including banks and microfinance institutions. This has been evident in the steady decline of number of customers, deposits and loan issues which have over time been used by the banks to assess how well they are performing in the market (Obed, 2010). The situation has persisted despite a number of efforts by the banks' management to improve internal efficiency. It is against this background that the study aims to investigate how brand management can be used to enhance competitive advantage of an organization. This study aimed to; assess how brand management can enhance the bargaining power of a bank in the industry, how brand management influences new entrants' decisions, how brand management can influence customers' decision on substitutes purchase and how brand management affects industry competitors. The study was guided by Porter's Five Forces model theory (1985) of competitive advantage. The study adopted a comparative research design where National Bank of Kenya and Equity Bank will be scrutinized in the study. These two banks were chosen because they are among the most well established financial institutions in Eldoret town and thus their performance over time can be evaluated. The study targeted 320 respondents from which a sample of 66 respondents was obtained through simple, purposive and systematic sampling procedures for three categories of respondents including management staff, operational staff and customers respectively. The questionnaire was employed as the main primary data collection tool. Descriptive and inferential data analysis techniques were employed in the analysis and interpretation of collected data. The study revealed that influence of brand management on bargaining power depends on the successful brand management which is gained when banks raise their rates without losing their customers. If a bank employs brand management as a strategy to enhance competitive advantage and successfully manages to gain the competitive edge over its rivals, there is a likelihood of the institution getting what they want from those higher than their rivals. Banks should also consider the type of product that its demand decreases as the income levels rise so that the customer's decision to buy substitute products cannot be influenced by their income level.

## 2.19 MICRO FINANCE AND PERFORMANCE OF SMALL AND MICRO ENTERPRISES IN KENYA: A CASE OF WOMEN OWNED ENTERPRISES IN ITEN TOWN, ELGEYO MARAKWET COUNTY

KAMAU JOYCE CHEPTUM, *Master of Business Administration In Finance and Accounting*

**SUPERVISORS:** Dr. Khisa Mbottela, Dr. Alala Ondiek

### ABSTRACT

The main purpose of study was to assess the contribution of Microfinance to the performance of women owned small and micro enterprises in Iten Town, Elgeyo Marakwet county, objective were, to establish the effects of Microfinance on asset levels of women owned SMEs enterprises in Iten town, to examine the effects of Microfinance on profitability of women owned SMEs enterprises in Iten town, to evaluate the effects of Microfinance on competitiveness of women owned SMEs enterprises with other sectors in Iten town, to find out the effect of Microfinance on managerial skills of women entrepreneurs in Iten Town, to determine factors affecting access of MFI credit by women entrepreneurs in Iten town. The strategic performance measurement theory for SMEs by O'Regan, N., Ghobadian, A. and Liu, J (1998) was the theoretical framework that was guide to the study. A descriptive survey design was used in the study where intensive study selected in an instance of the phenomenon in which one is interested. The focus may be individuals, groups and communities where it involves collecting information by interviewing or administering a questionnaire to a sample of individuals. The sample size was 346 respondents, the sample size was determined using the Sample Size Formula by Israel (1992). Two Probability sampling techniques adopted in this study was simple random sampling and stratified sampling. Stratified sampling helped ensure identification of sub groups from the population and their proportions and select from each sub group to form sample in ensuring that homogenous sub set that share similar characteristics are grouped together thus proper accounting for the differences in sub group characteristics, this was based on establishment. As observed in the findings microfinance act as the core existence of this enterprises, since they provide funding, managerial skills and other products and services like KWFT provides the KWFT afya card, water tank and the solar system at the same time the gas cylinder. Hence, great effect on the performance of small and micro enterprise. The study further sought to find on performance of SMEs and the challenges they were facing, it was revealed that SMEs suffer from high interest rate charged on loans which results to loan defaults. Findings suggested on the study were government intervention; women should be given easy support by spouse in actual involvement of business, strategies put forward to address women issues and support of Research and Development on SMEs and market information system. This study was to serve as a revelation for all Microfinance institutions, in designing and implementing effective loans schemes and other products and services, that is directed to women entrepreneurs. This study will help policy makers and financial institutions in the formulation of appropriate policies that consider women as critical actors in the financial life of the country. The study served as reference point for researchers interested in microfinance and small and micro enterprise.

## 2.20 AN INVESTIGATION ON THE FACTORS THAT AFFECT SERVICE DELIVERY IN RETAIL ORGANIZATIONS IN KENYA (A CASE STUDY OF NAKUMATT HOLDINGS, NAIROBI)

LYDIAH KEMUNTO NYANDIKA, *Master of Business Administration*

**SUPERVISOR:** Prof. Tom Nyamache

### ABSTRACT

The main aim of this study is to establish the factors affecting customer service in retail organizations with a case study of Nakumatt Holdings; Ronald Ngala branch. The general objective of customer service is to assist customers to obtain quality service through giving the best in order to satisfy their needs and wants in the most effective and efficient way. Customer service helps in creating a positive image of the organization. The specific objectives of the study is to determine impact of organizational culture on customer service, impact of service delivery systems, impact of training and impact of technology on customer service. The significance of this study is to create awareness on the impact of customer service in organizations and the impact of poor customer service. The study also tries to find out how to improve customer service to avoid closure of businesses. The study will adopt a descriptive research design and the target population of the study is 60 employees of Nakumatt Holdings; Ronald Ngala branch. A stratified random sampling method will be used to represent the population respondents will be provided with questionnaires. The questionnaires from respondents will be edited to ensure completeness and consistency. The data obtained will be summarized in a report to provide a descriptive statistics which include tables, percentages and charts

## 2.21 COMMERCIAL BANKS AND DOMESTIC SAVINGS MOBILIZATION IN KENYA: A CASE OF KENYA COMMERCIAL BANK AND FAMILY BANK BRANCHES IN ELDORET TOWN

CHELULEI IRENE CHELAGAT, *Master Of Business Administration In Finance And Accounting*

**SUPERVISORS:** Dr. John M. Bonuke, Mr. Shedd D. Simotwo

### ABSTRACT

The purpose of this study was to investigate the role of commercial banks in domestic savings mobilization in Eldoret Town. The objectives of the study were: to establish whether there was significant relationship between bank savings interest rates and domestic savings mobilization, to examine whether there was significant relationship between bank products and domestic savings mobilization, to determine whether there was significant relationship between bank innovations and domestic savings mobilization, to find out whether there was significant relationship between bank accessibility and domestic savings mobilization and to determine whether there was significant relationship between customer's demographic variables and domestic savings mobilization by commercial banks in Eldoret town. The research design that the study utilized was correlation design. This study was carried out in Kenya Commercial bank and Family bank operating in Eldoret town. The study used purposive sampling to select the 2 banks in Eldoret Town. Purposive sampling technique was further used to select bank employees. Systematic random sampling technique was used to select bank customers. Both primary and secondary data was used. The research instruments used in data collection were structured questionnaires and interview schedule. The reliability of the research instruments was established by use of test and retest method through a pilot study done in banks in Iten Town. Data was analysed using both descriptive and inferential statistics. Descriptive statistics involved the use of frequencies and percentages. Analysed data was presented in tables. Inferential statistics used was correlation and regression analysis. The findings of the study were: there is a significant positive relationship between bank savings interest rate and domestic savings mobilization, bank products and domestic savings mobilization, innovation and domestic savings mobilization and bank accessibility and domestic savings mobilization by commercial banks in Eldoret town. On customer's demographic variables the study found out that there was significant positive relationship between education level, income level and marital status and domestic savings mobilization by commercial banks in Eldoret town. However there was negative relationship between family size and number of children and savings mobilization by commercial banks in Eldoret town. The study recommends that: banks should design savings products that are accessible, flexible, liquid, and attractive. Commercial banks should implement internal monitoring and risk management policies in order to guarantee the security of savings deposits. The study also recommends the development of technology and training of employees. Further commercial banks should develop an effective communication policy.

## 2.22 PERFORMANCE OF INTERNET MARKETING AS A MARKETING STRATEGY IN PRIVATE COLLEGES IN MOMBASA COUNTY

KAMAU PETER KARIUKI, *Masters of Business Administration in Strategic Management*

SUPERVISOR: Barasa Wamalwa, Kennedy Waweru

### ABSTRACT

The researcher aimed at exploring the performance of internet marketing as a marketing strategy in Private Colleges in Mombasa County. Descriptive research design was used. The data collection was undertaken through the use of questionnaires and interviews. Samples from the targeted institutions were picked to extract a representative data. In total five Private Colleges were surveyed to ascertain the performance of internet marketing as a marketing strategy in private colleges in Mombasa County. The data collected by the researcher was analysed using statistical package for social sciences; this is a software that was used to compute the frequencies and correlation that was required by the researcher. At the initial stage data was captured using excel then later it was exported to SPSS for analysis. This data has been presented using tables and graphs. Several factors were found to influence performance of internet marketing in the aforementioned institutions of higher learning. The factors included connectivity to the internet, demographic issues such as education level, attitude towards internet by the stakeholders, cost of implementing such systems and resistance by institutions and user to change from conventional media to internet plat forms and government policies.



## 2.23 EFFECT OF CASH MANAGEMENT TECHNIQUES ON PERFORMANCE OF SELECTED SMALL AND MEDIUM LEVEL ENTERPRISES IN ELDORET MUNICIPALITY, KENYA

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### ABSTRACT

The purpose of this research was to determine the effects of cash management techniques on performance of selected SMEs within Eldoret Municipality. The study was carried out in 17 selected SMEs all capturing 108 personnel distributed among the said SMEs equitably. The researcher sampled 52 respondents through simple random sampling and stratified sampling to help arrive at better results and minimize research cost. Data from primary sources were then analysed using both descriptive and inferential statistical techniques. The objectives were analysed descriptively by way of using frequency tables, charts and graphs, and percentages. Chi-square test which tests independence at a level of significance of 0.05 and Pearson's correlation coefficient were used to establish the relationship between the variables. This was aided by use of Statistical Package for Social Science version 17 (SPSS 17). The study concluded that cash management is a working capital management component that contributes to a great extent on survival or failure of SMEs in Kenya. Among the cash management techniques commonly used are speeding cash collection and delayed payment of creditors and they did not have a direct significance with SME performance. However optimum cash held significantly, and positively influenced SMEs performance, SMEs used cheques, cash receipt, and petty cash to control cash movement and finally non financial measures of performance did not have a significant relationship with SME performance. The study recommended that SMEs should use financial measures of performance such as (return on investment) ROI to evaluate their performance on most occasions, SMEs should retain enough money to meet working capital needs since they may not attract give credit services, customer satisfaction which is a non financial measure of performance should be reinforced as it has a significant relationship with performance. However SMEs should also focus on boosting employee morale which directly influences SME performance and finally seminars\ workshop should be organized to engage SME operators in a wide variety of cash management techniques like, investing in short-term security convertibles to create time value of money and at the same time allow for liquidity. The findings of the study will assist financial planners and analysts, to utilize better ways of enhancing SMEs performance. The study will also form a basis for future studies.







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