

**ADAPTIVE LEADERSHIP PRACTICES AND MANAGEMENT OF
TEACHERS IN PUBLIC SECONDARY SCHOOLS IN THARAKA
SOUTH SUB-COUNTY, THARAKA NITHI COUNTY, KENYA**

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DECLARATION AND RECOMMENDATIONS

Declaration


This Thesis is my original work and has not been presented for an award of diploma or the conferment of a degree in this or any other institution.

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Recommendations

This Thesis has been examined, passed and submitted with our approval as the University Supervisors.

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DEDICATION

This thesis is dedicated to my dear parents, who support, counsel, and prayers allowed me to persevere and focus on my studies in the face of several obstacles and demands that nearly prevented me from finishing this course. My sons Trevor Mwandiki and Trevis Muthomi deserve special recognition for their moral support during times when I felt like giving up. I am truly grateful to my siblings for their unwavering support and wisdom.

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ABSTRACT

Effective teacher management is widely recognised to be vital in the thriving of education systems leading to the dispensation of positive education outcome. Schools are vulnerable to modern challenges that can affect effective teacher management. Principals are the heads of management in public secondary schools thus are expected to oversee teacher management functions in schools. There is a growing concern that principals are lacking adaptive leadership skills needed to navigate the complex education environment. The purpose of this study was to establish the relationship between principal's collaborative problem solving strategies and teacher management in public secondary schools, Tharaka South sub-county, Tharaka Nithi County, Kenya; To examine the relationship between principals' support for a culture of continuous learning and teacher management in public secondary schools Tharaka South sub-county, Tharaka Nithi County, Kenya; To establish the relationship between principals' effective communication strategies and teacher management in public secondary schools Tharaka South sub-county, Tharaka Nithi County, Kenya and to establish the relationship between principals' conflict resolution strategies and teacher management in public secondary schools Tharaka South sub-county, Tharaka Nithi County, Kenya. The study adopted a descriptive research design. The study was conducted in public secondary schools in Tharaka South sub-county. The sub-county has 24 public secondary schools, with a target population of 402 subjects comprising 24 principals, 377 teachers, and 1 Quality Assurance Officer. Simple random sampling was used to sample the principals and the teachers while purposive sampling was used on the Quality Assurance Officer. The researcher used Krejcie and Morgan table to realise a sample size 201 comprising of 6 principals, 194 Teachers and 1 Quality Assurance Officer. The researcher used questionnaires and interview schedules as the instruments for data collection. Piloting was carried out in Neighbouring Tharaka North sub-county, Tharaka Nithi County, Kenya among 21 respondents. The data collected was analysed using chi square and Statistical Packages for Social science (SPSS) version 26. The study analysed both qualitative and quantitative data and presented the results in tables. The findings of the study implied a significant relationship between adaptive leadership practices and management of teachers in public secondary schools in tharaka south sub-county, tharaka Nithi County, kenya. The study concluded that public secondary schools should emphasize on effective collaborative problem solving strategies through allowing teachers to have open communication channels, include them in decisionmaking process and problem solving culture and lastly team building. The findings of this study are expected to be helpful; to the Teachers Service Commission as they may get insights on how to address various inadequacies in teachers' management among public secondary schools in Kenya. Principals

and the teachers also may learn the various adaptive leadership practices and management of teachers. Scholars and researchers interested in the area of adaptive leadership practices and management will find this study a valuable reference point.