

ABSTRACT

This study examined the influence of empowerment on the performance of Head Teachers in Private Secondary Schools in Nakawa Urban Council, Kampala Capital City Authority. The study specifically explored the effect of autonomy, knowledge of the school and resources on Head Teacher performance

The findings revealed that a positive relationship existed between empowerment and Head Teacher performance. Head teacher's empowerment is an indispensable ingredient in the process of building successful private secondary schools. Head Teachers are empowered, when given autonomy to manage schools, have adequate knowledge on all aspects of the institutions they manage and the required resources. School owners do not give sufficient autonomy to Head Teachers due to lack of trust and collaboration. This led to low involvement of Head Teachers in making decisions on financial matters and human resources management.

Head teachers were also not fully involved in formulating school vision, mission and strategic plans, and subsequently there was no ownership and shared understanding of the developed missions and plans. Failure by school heads to buy into the plans lead to poor implementation of the school programs and hence, poor performance. Most owners of private secondary schools in Nakawa Urban Council still believe in the outdated traditional institutional management approach that only school owners are competent enough to make decisions and for the Head Teachers to carry out. School owners were also not aware of the fact that shared leadership and teamwork can help institutions flourish and be more effective.

On the basis of the findings, it was recommended that, there is need for sensitisation workshops to help school owners know the role of empowerment in the performance of Head Teachers. A standard policy on empowerment of Head Teachers by school owners in private schools should be written by the Ministry of Education and enforced in schools. There is need to help Head Teachers in their management training to know how they can build trust from stakeholders of schools. Short management courses for Head Teachers and owners of schools are needed on how to build teams that are effective. It would be interesting to find out if Head Teachers with more experience feel more empowered than new Head Teachers.