

**The Effect of Leadership Practices On Employee Performance In Public  
Secondary Schools In Kenya**

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**Abstract**

The aim of the research was to identify the effect of leadership practices on employee performance in state owned schools. This research was guided by Herzberg's Two Factor Theory, Mc Gregory's Theory X and Theory Y, Abraham Maslow's Hierarchy of Needs, Transformational leadership Theory and Human Capital Theory. The target population consisted of 23,147 employees in public secondary schools in Kenya. The research assumed a mixed research design. A sample size of 393 respondents was used through stratified random sampling. The strata represented all the teachers. The instruments used in the study were the questionnaires. Structured questionnaires were developed and pretested; a pilot study was conducted to help establish content validity and reliability of the instrument. Content validity of the instruments was verified by experts from the university department while reliability of the research data collection tool was assessed using constant of alpha that needed to be at least 0.7 in social sciences. From the findings, the reliability test of leadership practices was 0.800 the research instrument was reliable. Statistical information collected was explored with the aid of statistical tool of analysis. Both descriptive and inferential statistics that included the mean, frequencies, correlation and regression analysis were used. From the study findings, the correlation between leadership practices and employee performance was positive and significant. This means there measurably positive connection when leadership practices were related to employee performance. The study concluded that there is a measurably positive connection amongst leadership practices on employee performance. On recommendation, the study encourages management of public secondary schools to proactively provide good leadership to improve their performance. The inquiry was done in public secondary schools in Kenya. Future researches are encouraged to cover private secondary schools and compare the findings. The study forms a basis for reference as empirical literature by researchers and any other interested parties in future.

**Key words:** Leadership, employee performance, public secondary