

Schools heads' role in staffing of non-teaching personnel in Tanzania secondary schools

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The aim of the study was to examine the extent to which secondary school heads were involved in recruitment, selection, compensation, promotion, development and training as well as termination of non-teaching personnel. The study was largely qualitative, although some elements of quantitative research approach were also applied. Data were collected from public and six private secondary schools in Dar es Salaam as well as coast regions. The sample comprised eleven school heads, 102 teachers and non-teaching workers were randomly selected. Data collection was done through questionnaires, interview, checklist, group discussion and documentary review. Literature survey was based on general aspects of personnel management, motivation theories and staffing process by school heads in relation to achievement of school objective. Findings from the study revealed that in public school heads were not involved in recruitment, selection and compensation of non-teaching personnel while in private schools, school heads were involved. Furthermore, the study revealed that in both public and private schools, schools heads were involved in evaluating and promoting non-teaching staff. In both public and private schools there was no evidence of planning for training and development programmes of non-teaching staff, in addition, it was found out that 55.4% of non-teaching workers had not attended any post-primary or post-secondary training and development courses. Public schools heads had no full power for making final decision to terminate non-teaching staff and teachers perceived their school heads as being poor in performing staffing functions. In light of the findings and conclusion advanced in this study, it is recommended that school heads in both public and private schools should be given full power to recruit, select, compensate, evaluate train and terminate non-teaching workers, furthermore, efforts should be made to motivate non-teaching workers in public secondary schools by providing them with incentives such as housing hardship allowances and transport. Also the government, through its inspectorate Department should ensure that all non-teaching workers are well trained and developed in their

respective profession. For the purpose of future research, it is recommended that a similar research should be conducted in other regions in order to come up with more generalized conclusion. Also another study should be conducted to uncover further ways and means of enhancing non-teaching workers 'satisfaction in our secondary schools