

**SUDAN UNIVERSITY OF SCIENCE AND
TECHNOLOGY
COLLEGE OF GRADUATE STUDIES
FACULTY OF EDUCATION
EFFECT OF MAN POWER MANAGEMENT ON THE
ACADEMIC PERFORMACE OF EDUCATIONAL
INSTITUTIONS IN CENTRAL UGANDA**

**تأثير إدارة الأفراد على مستوى الأداء والتحصيل
العلمي في المؤسسات التعليمية اليوغندية
بالمنطقة الوسطى**

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**بحث مقدم لنيل درجة الدكتوراه الفلسفة في
التربية
جامعة السودان للعلوم والتكنولوجيا**

Khartoum may 2010

DECLARATION

I, Ganatusanga Haroon Sinan, declare that this work is a result of my own effort.
It is original and has never been submitted anywhere for any award.

Student: _____

GANATUSANGA HAROON SINAN

Date: _____

Approval

This work has been done and submitted with my approval as the university supervisor,

Signature:.....

PROFESSOR: SAAD HASAN AHMED

Date:

DEDICATION

This work is dedicated to my beloved parents, Sheik Sinan Bukenya and Hajjat Nannono Haliima. My children: Siraj, Haniifah, Haliimah, Hawa, Hamdi, Husni, & Haidar plus all family members

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And above all, I thank God for enabling me to complete successfully this work.

ABSTRACT

This research examined the effect of manpower management on students' academic performance in secondary schools of central Uganda. The study comes as result of failure of many schools to excel academically, the persistent discrepancy of students' academic performance, and the rotation of teachers in the secondary schools of central Uganda.

The research design was cross sectional guided by the specific research objectives. These include to investigate the way how manpower is managed in secondary schools of the central region and to assess the relationship between the manpower management and academic performance in such schools.

Data was collected through interviews, observation, reference books, internet materials where applicable, magazines, journals, and periodicals. It was analyzed using both qualitative and quantitative techniques in an inter complimentary way using computer Statistical package for Social Scientists (SPSS).

As a result, the study realized the relevant data that was analyzed and presented in respect of the research questions. Ideally, there was some kind of proper manpower management in each of the secondary schools investigated. However, the issue was that whereas some of the Manpower management systems in the schools investigated complied generally with the acceptable organizational structure of the ministry of education and sports, others did not.

Furthermore; the study discovered that manpower management varied among the schools investigated. In this case, some schools pursued a participative management system while others upheld either bureaucratic management or autocratic approaches. Therefore, the manpower management system upheld in some of these schools did not promote the principles of representation and consultation of teachers in the school.

In addition, the study revealed that, in some schools the management systems were characterized by communication and conflict of interest problems. Also lack of control and division of labor in key departments of these schools were observed.

Consequently, it was discovered that, the effective manpower management of secondary schools in the central region has greatly contributed to its academic performance.

Therefore it was deduced that, organization and formalization of the school manpower systems to the acceptable standards, was paramount and vital for academic performance and development in any educational institution.

مستخلص البحث

هذه الدراسة بعنوان: تأثير إدارة الأفراد على مستوى الأداء والتحصيل في المؤسسات التعليمية اليوغندية بالمنطقة الوسطى جاءت كنتيجة لعدم ثبات مستوى الأداء والتحصيل العلمي للطلاب، وعدم استقرار المعلمين في عملهم التدريسي في المدارس الثانوية اليوغندية في هذه المنطقة .

وللوصول إلى النتائج المرجوة فإن الباحث قد اتبع المنهج المتكامل طبقاً للأهداف الخاصة بالبحث، والتي تتطلب معرفة أسلوب إدارة الأفراد في المدارس الثانوية اليوغندية، والعلاقة بين الأداء والتحصيل العلمي للطلاب وإدارة الأفراد في مثل هذه المدارس.

وقد تم جمع المعلومات عن طريق المقابلات الشخصية مع من لهم باع طويل في إدارة الأفراد لأنها مهمة في جمع البيانات التي تتطلبها طبيعة الدراسة ، والاستبيانات مع المعلمين ورؤساء الطلاب، والملاحظات العامة، بالإضافة إلى الكتب والمجلات، والدوريات، والشبكة الدولية للمعلومات (الإنترنت)، وكل ما أمكن الوصول إليه من

المعلومات التي تفيد هذه الدراسة وذلك بعد تنقيحها، وتصنيفها كماً وكيفاً بحسب الخطة الموضوعية التي تخدم أهداف هذا البحث.

واستناداً إلى كل ذلك فإن النتيجة أظهرت وجود خطط لإدارة الأفراد في جميع المدارس التي شملها البحث؛ إلا أنه لوحظ أن معظم إدارة الأفراد في تلك المدارس لا تتواءم والخطط الموضوعية من قبل وزارة التعليم والرياضة في البلد.

بالإضافة إلى ذلك فإن البحث قد وقف على التفاوت الكبير بين المدارس في إدارة الأفراد، ففي بعض المدارس تجد مشاركة المعلمين في إدارتها، بينما تنعدم هذه المشاركة في بعضها، حيث تدار المدرسة بشكل فردي لا يعطي مجالاً للآراء الأخرى التي تساعد على ترقية الأداء للمدارس، والتحصيل العلمي للطلاب.

كما لوحظ أن بعض المدارس تعاني من مشكلة الاتصالات الإدارية، وتضارب المصالح بين القائمين عليها، كما تفتقر إلى التحكم الإداري، وتقسيم العمل في الأقسام المختلفة في تلك المدارس.

عليه، فإن البحث قد توصل إلى أن إدارة الأفراد المثلى من المتطلبات الملحة والضرورية التي يتوقف عليها مدى جودة

الأداء والتحصيل العلمي في المدارس الثانوية اليوغندية،
لذلك تم التأكيد على أنّ التنظيم وإيجاد الطريقة المثلى
لإدارة الأفراد في المدارس بحسب الخطط الموضوعة أمراً
حيوياً لترقية الأداء وتنمية المؤسسات التعليمية.

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