

improvement corporate governance and thus academic performance. The findings may further help the school administration find ways of adhering to principles of corporate governance thus ensuring that their children are properly supported by the schools management to enable them perform better.

2. Methodology

2.1 Research Design

The study used descriptive survey research design. Descriptive survey is useful (Low and Albert, 2008) when the researcher wants to describe specific behavior as it occurs in the environment. The main characteristic of this method is that the researcher has no control over the variables (Khalid 2011); he/she can only report what has happened or what is happening. It also includes attempts by researchers to discover causes even when they cannot control the variables (Kothari, 2004).

2.2 Target Population

The study targeted all 41 public ECE centers in Bahati Sub-County. It involved all managers of the 41 ECE centers and 123 teachers.

2.3 Sampling Techniques

Sample size refers to specific number of individuals or cases that are used as the representative of the target population. Mugenda & Mugenda, (2003) defines sampling as the process of selecting the subject or cases to be included in the study as representative of the target population. Purposeful sampling was done.

2.4 Sample Size

The researcher took 10 preschools head teachers, 10 pre-school committee members and 10 pre-school teachers. This ensured that each member of the target population had equal and independent chance of being included in the sample. This ensured that the sample was representative of the total population under study.

2.5 Data Collection tools and Procedures

In this study, questionnaires, Focus Group Discussion and Observation Checklist were used. The questionnaire was preferred because the respondents were literate and it is easy for them to fill in within a short period of time. As the head teacher filled in the questionnaire, the researcher conducted focus group discussion with the teachers selected in the respective school. At the same time the researcher made observations and recorded them respectively.

2.6 Instrument validity and reliability

Validity is the extent to which research instruments measure what they are intended to measure, Oso & Onen (2008). In this study, the pilot study was done in two schools that were not involved in the actual study. The researcher constructed instruments in accordance with the objectives of the study,

theoretical and conceptual frameworks that guide the study. To test the reliability, the test-retest was used. The questionnaires were given to the respondents to fill in and then after one week, the same questionnaires were given again to the same respondents. After the two tests are administered, the Pearson product-moment correlation was computed to determine whether the scores on the test correlate. A correlation coefficient of 0.7 was considered appropriate (Mugenda & Mugenda, 2003).

3. Results and Discussion

From the questionnaires distributed to pre-school teachers, head teachers and school committee, a 100% response was achieved.

Pre-school teacher's age

The resultant responses are explained in the table 3.1

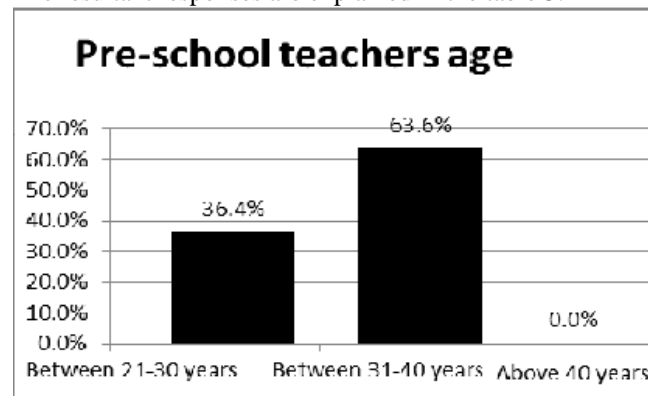


Figure 3.1: Pre-school teachers' age

Figure 3.1 shows that majority of the parents were aged between 31 - 40 years of age (63.6%) and thus were mature and experienced in the education system. This is a clear indication that they are well informed on effects of principles of corporate governance on management of ECE in Bahati division Nakuru County thus best for the case study. The rest were between ages of 21 – 30 years representing 36.4% of the respondents.

In the study, the researcher needed responses on the extent to which Pre-School teachers agreed with the following statements on functions of board of management in their school In order to investigate the functions of board of management, case study being Bahati, Nakuru North sub-county, the study used a Likert-type scale in which 5, 4, 3, 2 and 1 represented continuum scores for *Very great extent*, *Great extent*, *Moderate extent*, *Little Extent* and *No extent* respectively.

These enabled the tabulation and interpretation of the responses from the research instrument. The main statistics derived are mean, standard deviation and variance. The mean illustrated the extent to which the respondents agreed or disagreed with the statements put forth on functions of board of management with regard to corporate governance framework. This is well elaborated in the table 3.1 and narratives which shows the respondents and the statistics.

Table 3.1: Functions of Board of management

| Functions of Board of management | N | Mean | Std. | |
|----------------------------------|----|--------|-----------|----------|
| | | | Deviation | Variance |
| Tendering | 11 | 3.4545 | 1.03573 | 1.073 |
| Staff discipline | 11 | 4.5455 | 0.82020 | 0.673 |
| Performance | 11 | 4.1818 | 1.25045 | 1.564 |
| Staff Meetings | 11 | 2.5455 | 1.50756 | 2.273 |
| Adherence to Government Policies | 11 | 2.5455 | 1.12815 | 1.273 |

Table 3.1 above shows that in primary schools in Bahati, Nakuru North sub-county majority of the respondents felt that board of management influences performance with regard to corporate governance with a mean of 4.1818 whereas the standard deviation of 1.25045 implied that the results recorded could be relied upon in making generalizations about the study. Another portion of respondents with mean of 4.5455 felt that staff discipline has everything to do with how board of management functions in schools though recording a standard deviation of 0.82020.

Pre-School teachers' view on distribution of assignment and duties in school

In the study, the researcher asked with regard to management structure of ECE in the school, to what extent do the Pre-School teachers agreed with the following statements on distribution of assignment and duties in their school.

Table 3.2: Distribution of assignments and duties

| Distribution of assignments and duties. | N | Mean | Std. | |
|-----------------------------------------|----|--------|-----------|----------|
| | | | Deviation | Variance |
| Internal Management regulation | 11 | 2.8182 | 1.60114 | 2.564 |
| Operating principle | 11 | 2.6364 | 1.50151 | 2.255 |
| Collective delegation of powers | 11 | 1.9091 | 0.83121 | 0.691 |
| Skills mix – Knowledge and experience | 11 | 3.0000 | 1.48324 | 2.200 |
| Assessment of school financial position | 11 | 2.0909 | 1.22103 | 1.491 |

Table 3.2 above shows that in primary schools in Bahati, Nakuru North sub-county majority of the Pre-School teachers felt that skills mix – knowledge and experience had an influence with distribution of assignments and duties with regard to management structure of ECE with a mean of 3.0000 whereas a standard deviation of 1.48324 was recorded. Another portion with mean of 2.8182 and 2.6364 felt that internal management regulations and operating principle respectively had an influence on the distribution of assignments and duties in the schools; this recorded a standard deviation of 1.60114 and 1.50151 respectively.

4. Conclusion and Recommendations

All the questionnaires distributed to Pre-School teachers were collected representing 100% response rate. Another 10 questionnaires were distributed to Head teachers and also collected all 10 representing 100% response from head teachers. Majority of Head teachers in the study were male at 60% while female were 40%. The there was much larger percentage of male with the school committee, representing 80% while female respondents remained at 20%. To ensure effective corporate governance, the institutions have to clearly outline the division of labor especially among

employees and management. The study findings showed that majority of Pre-School teachers felt that having staff discipline enhanced effective corporate governance, whereas head teachers and school committee on the same line majority felt that adherence to governance policies enhance effective governance in ECE management. As the study results show, there is clear guidelines to outline the division of labor, especially among supervisory employees and especially the board of management. This study on the principles of corporate governance in ECE management in Bahati division Nakuru north sub-county has opened more research avenues in order to improve and benefit with increased investment in.

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Author Profile

Kithuku M. Roselyne is currently a part time lecturer at Machakos University, Kenya. She obtained masters of education in early childhood education from the University of Nairobi in 2014.