

**EFFECTS OF SELECTED ORGANIZATIONAL FACTORS ON
IMPLEMENTATION OF PERFORMANCE CONTRACTING IN
GOVERNMENT MINISTRIES IN KENYA**

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DEDICATION

I dedicate this work to my father Mr. Paul Ndungu Kamanu, for the intellectual counsel he offered me and to my mother, Mrs. Esther Ndungu for her perpetual prayers for spiritual growth.

ABSTRACT

Result-based management has been globally acknowledged as having effect on performance contracting. However, there has never been common acknowledgement with regard to effects of organisational factors on performance contracting. The study aimed at investigating the effect of organisational factors, results-based management on performance contracting in government ministries in Kenya. Study intended to achieve the following objectives: to establish effect of government policies on performance planning for implementation of performance contracting, to establish effect of training on performance monitoring for implementation of performance contracting, to establish effects of top management commitment on performance reporting for implementation of performance contracting, and to determine effect of job satisfaction on performance appraisal for implementation of performance contracting. A mixed method type of design was adopted. Stratified sampling was used to sample four government ministries. In sampling staff to be interviewed, top and middle-level management totalling 831 were identified. Thirty per cent of the 831 (249 staff members) considered, to be representative enough. The study adopted descriptive and inferential statistics. Study used ANOVA, regression analysis, and correlation to analyse relationship between variables. Reliability of instruments was assessed using Cronbach's alpha coefficient, which alpha value is equal to or greater than 0.70, which is considered sufficient. Content Validity Ratio (CVR) was calculated for each item, and items with a CVR value below 0.99 were eliminated. The final instrument consisted of 22 items with CVR values ranging from 0.99 to 1.00. Findings were: there was strong correlation coefficient of 0.866 at p-value of 0.035 between government policy and performance planning which implied that employees' performance planning is significant in implementation of performance contracting; a unit standard deviation increase in effective training and development was likely to increase standard deviation of performance monitoring by 0.096 on implementation of performance contracting; a unit standard deviation increase in top management commitment was likely to increase standard deviation of performance reporting on performance implementation by 0.337 and finally that job fulfilment/satisfaction had a significant positive effect on performance appraisal for performance contracting at ($\beta_2 = 0.246$, $p < 0.05$). Study concludes that government policies, training and development, top management commitment and job satisfaction have effect on performance contracting in government ministries in Kenya. Study makes the following recommendations: Transfer of training and development be included in next review of policy, top management should support supervisors in setting new targets that will give employees opportunities to practice new skills learned in training.

Keywords: *Performance Contract, Performance Appraisal, Performance Monitoring, Performance Planning, Performance Reporting, Result-Based Management Practices*

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LIST OF ABBREVIATIONS AND ACRONYMS

RBM	Result Based Management
PC	Performance Contracting
PA	Performance Appraisal
GoK	Government of Kenya
HRM	Human Resource Management
KNBS	Kenya National Bureau of Statistics
PSC	Public Service Commission
EAC	East Africa Commission
ERS	Economic Recovery Strategy
MTEF	Medium Term expenditure Framework

OPERATIONAL DEFINITION OF TERMS

Contract – According to Bolton and Dewatripont (2005), Binding is regarded as the agreement between two or more parties for performing, or refraining from performing some specified acts in exchange for lawful consideration.

Employee Involvement- involves direct participation of staff to help organisations ascertain its mission and objectives through applying their efforts, specialisation towards decision-making and solving problems (Kimmel et al., 2017).

Government Policy- Guidelines that improves decisions, resulting in positive outcome that improve each unit in the society. These are set through the use of institutions, customs and law to undertake executive, critical and sovereign authority with the objective of managing every aspect of the society.

Job satisfaction- is the feeling of contentment which an employee develops from his/her job. This mostly occurs mainly as a result of appraisal that causes one to attain job values and basic needs (Kampkötter, 2017).

Organisational Factors– These are factors that contribute to the success of results /output of human resource. These are perceived factors (Pee & Kankanhalli, 2016). For this study, the organisational factors include the following; Government policy, Training and Development, Top management commitment and Job satisfaction.

Performance Appraisal- this is the process of evaluating organisation, group or individual performance against pre-determined targets (DeNisi & Murphy, 2017).

Performance Contract- is a freely negotiated performance agreement between the government, acting as the owner of a government agency, and the management of the agency (Dillon, 2017).

Performance Contracting – A freely negotiated performance agreement between the government, acting as the owner of a government agency, and the agency. Performance contracting specifies the intentions, obligations and responsibilities of the parties (Rose & Susan, 2017).

Performance Management- Involves the Process of using performance measurement such as performance goals and objectives, measurement, output and outcome evaluations, to effect positive organisational changes (Gerrish, 2016).

Performance Monitoring and Reporting- Process of evaluating and organising groups or individuals against predetermined targets (Wanjala et al., 2017).

Performance monitoring- process where supervisors ensure that employees are progressing towards the goals and objectives established during goal setting (Burich et. al., 2016).

Performance Planning – (Winter, 2016) define performance planning as the process of establishing a shared understanding of what is to be achieved and how it is to be achieved and managing resources to ensure successful implementation.

Performance Planning - The process of establishing a shared understanding of achieved tasks and managing resources to ensure successful implementation (Victor & Kimencu, 2017).

Performance Target Setting- According to Serebwa et al. (2017), performance target setting is process of setting performance targets for ministers' departments, groups or individuals in conducting specific work task.

Political Influence- Also known as undue influence and contract law. This is where by one party takes advantage of power and position over an organisation and have indirect control of an organisation (Oxhorn, 2016).

Result Based Management - Is a participatory and team-based management approach designed to achieve defined results by improving planning, management efficiency, programming, effectiveness, transparency and accountability (Chung et al., 2016). For this study, examples of result-based management include the following; planning, performance monitoring, performance reporting and performance appraisal.

Top management Commitment- Direct participation by the senior management in key and critical vital programs of aspects in an organisation (Dubey et al., 2018).

Training and Development- Educational activities set within organisations to improve the skills and knowledge of employees through providing instruction and information on ways of undertaking specific task.

Training and planning- Training Involves guiding by instructors, where people in an organisation are prepared through one-on-one or virtually to gain new skills. Whereas planning encompasses strategies underlined to achieve desired goals of an organisations (Rao, 2019).

CHAPTER ONE

INTRODUCTION

This chapter is divided into different sections. Firstly, the background of the study that consist result-based management, performance contracting and organisational factors. Statement of the problem, objective of the study, research questions, significance of the study, scope, limitation as well as the assumption of the study are covered in this chapter.

1.1. Background of the Study

The result-based management concept encompasses organisational factors, performance evaluation, objectives and feedback accompanied with other principles of human resource management (Khawaja, 2017). As opined by Maliha et al. (2015) in the study on the effects of result-based management on effective implementation of performance contracting, they observe that the approach is a vital central mechanism and strategy in development. Furthermore, the approach links employees' responsibilities and goals to the organisation objectives through integrating key interventions like performance planning, performance monitoring, performance reporting and performance appraisal towards the achievement of service delivery, rewards and performance of the organisation thus easing a suitable strategy for improving development (Maliha et al., 2015).

The concept of result-based management prominence can be traced back during the 1960s as used to provide measurement input where by procedures like planning programming and budgeting system (PPBS) centralised on in financial planning (Leeuw, 2017). Public sector showed interest in the result-based management in the 1990s to counter issues of accountability and transparency mainly for measurable and demonstrable outcome in all state departments because of financial crisis. This resulted to high consideration on evaluating performance through trailing set indicators in an

effort to show the worth value of resources in the public sector. The changes resulted to shift from activities, input and processes to outcome and impact achievement leading to the emergence of result-based management (Borgonovi et al., 2018).

However, in Kenya, the concept of performance contracting was introduced in the public sector in 2004 immediately after the inauguration of the Economic Recovery Strategy (ERS) because of the global pressure (KOICA, 2013). The Kenyan government introduced the concept to all state ministries and departments for services management. The key objective of the concept was to promote governance, performance improvement and quality delivery services. The step taken by the Kenyan government aimed at changing the behavioural aspect of public servants to result in the delivery of services (Minja, 2016).

A solid RBM system rests on the project “life cycle”, where “results” are central to planning, implementation, monitoring and evaluation, reporting and ongoing decision-making. Results based monitoring and reporting also help the stakeholders to understand the impact that a given program or project is having on the local population (Kago, 2014). The indicators help in collecting results for a particular goal, which in turn help in monitoring the outcome of an input or activity. This leads to better goal-based or result-based monitoring and evaluation, which finally result in the achievement of performance contracting outcomes. Service delivery management has indicators in advocacy, coverage to the population, service/ availability in field offices, functioning of field offices, beneficiaries and reporting mechanism (Marchington et al., 2016).

Result-based management remains an important tool for any organisation that focuses on addressing the daily changes and challenges which require much attention for instance for the Kenyan government to achieve Vision 2030 development and performance strategy of increasing accountability, interdependence, quick service delivery as

prescribed within the performance contracts of individual government ministries and departments hence the overall achievement of performance contracting results (Borgonovi et al., 2018).

Eriksen and Stimpson (2013) defined result-based management as an approach of management focused on safeguarding activities, desired outcomes, and improving accountability to achieve a positive outcome. According to KOICA (2013), result-based management is hypothesised as an outcome chain of outputs, activities, inputs as well as impact. Through these notions, every action at each level produces an outcome of the next level. The outcome chain specifies the sequence of activities to achieve a specific result. With result chain being the basic logic adopted by most organisations, it is therefore the centre of RBM. Generally, result-based management is an existing concept or philosophy of management and method that emphasises on the relevant and timely accomplishment of the appropriate objectives and goals through performance monitoring, systematic implementation, measurement and reporting.

Performance contracting as well as efficient deployment of performance information to improve all levels of program performance and policies of decision-making and therefore, this is only achievable through a well-structured performance contracting process. The approach is a vital integrative mechanism and strategy, linking employees' management responsibilities and goals with the organisations' objective, hence incorporating major interventions like rewards, complete delivery of service, appraisal and other aspects of performance management (Borgonovi et al., 2018).

There are considerable vital approaches of development used in measuring programs and performance in the organisation using result-based management. Several countries in the third world established different evolution parameters within the management of public sector through reforms, policy framework and re-arrangements of international

organisation such as the World Bank and International Monetary Fund to control financial crisis. Progressive frontline international bodies for development such as the United Nations have increased the emphasis of result in most of their joint projects with the public sector to support marginalised communities (Leeuw, 2017). This amplified emphasis on result-based management as part of the wider restructuring consistency, efficiency and accountability. This clearly indicates that the long-term reform agenda of the United Nations was result-based Management.

Furthermore, result-based Management was believed to help in achieving the targets and objectives approved in the ERS. Ministries, departments and state corporations adopted result-based management in all outlined activities towards achieving employees' service delivery. Markedly, the Top-level management were mandated all the procedures, operations and programme in implementing, monitoring, evaluating, reporting and planning the process of result-based management.

There are three major elements that must be instigated in order for Result-Based Management to be fully implemented. These incorporate capacities, incentives and specific information of the system. Though the components are interconnected for effective programme management. To begin with capacities, capacities are an important tool of Result-Based Management because the moment the result is available, senior management and employees need the appropriate capacities to utilise this information (Vähämäki & Verger, 2019).

However, information about result lacks value to programme staff that lacks training and skills of understanding and utilising the outcome. Capacities are an effective tool of manipulating results and improving performance. Major development and programmes on methods of management that result to employees' empowerment has been widely undertaken through pushing the decision-making movement downwards to junior

employees using capacities (Javed et al., 2015). For instance, knowledgeable staff who undertake programme training enables other subordinate staffs comprehend and employ the information in improving the work procedures of Result-Based Management. Improvement in technology and innovation enables employees to synchronise their efforts effectively by utilising the act and results on information they acquire (Maliha et al., 2015).

Incentive as the second component of Result-Based Management that aim at providing senior management with defined encouragements to act on the specific system specification and utilise the developed capabilities. When employees discover a loophole in results based on performance but lack inspiration to take appropriate action about the capacities, definitely the information has no meaningful purpose. Culture in the public sector management suggests numerous concerns about majority of staff missing motivation as a strategy of increasing performance irrespective of having result-based information (Cedric, 2017). There are underlined facts and experiences that show that organisational factors that focus on teamwork have a greater impact than monetary incentives for individual staff members as a form of appreciation. Ultimately, system-specific information as a component of Result-Based Management specifies the expected results and methods of measuring performance programme. Recently, enhanced methodologies of identifying and measuring programmes outcomes have been adopted and disseminated to map the outcome-oriented ideas which demonstrate the planned pathway of achieving the results.

Public sectors and state corporations use strategic planning, target setting, benchmarking and unremitting monitoring as information –oriented tools for accurate outcome. Eitu (2016) argued that Result-Based Management is an essential approach of yielding results, there are assumptions that system specific information has slight impact. The key

contest in system information element is the issue of selecting appropriate performance information and applying the element in making decision. This means that knowing the relevant information gathered that is supposed to be collected at some juncture become difficult. Conversely, the Result-Based Management system generates overloaded information that may overwhelm users. Overload causes failure of Result-Based Management System.

Performance contracting is conversely implemented with result-based management as a strategy to deliver quality services, increase productivity and enhance effective utilisation of resources (Mamuna, 2014). These two major concepts have been acknowledged as the key features of public sector reforms that place much emphasis on ensuring performance and improving employees' results. Result-based management has been characterised in adopting public sector management practices by monitoring and evaluating systematic processes for making decisions for the better outcome in the public sector and, therefore, effective implementation of performance contracting (Wairimu, 2015).

However, a prototype shift in result-based management and performance contracting has been influenced by the organisational factors in the public sector (Njoki, 2016). Minja (2016), perceive that most government sectors undergo challenges of strengthening service delivery by using minimum resources to deliver proper and proficient services required by the citizens because of the organisational factors.

However, as much as organisational factors have been a key challenge to result-based management and performance contracting, Armstrong (2000) findings depicted result-based management practices and performance contracting concept in developed nations like Latin America, Malaysia, China, United Kingdom, Canada, and United State of America, Venezuela, Korea and Sri Lanka. In these countries, the study observed that

both result-based management and performance contracting have been introduced in the public sector under the public service agreement (PSA) and bounded a set of performance targets that all government ministries are required to abide with. These concepts played a significant role in refining efficiency and effective service delivery in the control of government performance and results. Result-based management and performance practices focus on making government ministries more productive and thus advancing the assurance of the public in their government (Freeman, 2006).

The public sector of African nations experiences poor performance due to lack of comprehensive strategy to address public sector reforms. Much pressure has been borne to adopt both results-based management practices and performance contracting as a mechanism of driving development projects and management. Ghana, South Africa, Nigeria and Gambia are typical examples of countries, which have introduced these approaches in their government ministries with the purpose of reviewing, assessing, monitoring and recognising performance to increase productivity (McAllister (2004)). However, result-based management and performance contracting practices have become unsuccessful in several government departments in Africa, hence leading to poor service delivery in every development project they undertake.

Organisational factors such as top management commitment, government policies, legislation, employee involvement, and political interference are among the noted challenges to the use of results-based management practices on performance contracting implementation (Freeman, 2006). These throw a significant weight behind adopting and integrating RBM and performance contracting practices in the Kenya government ministries. Several studies undertaken have shown a clear indication that adopting the policy of RBM and Performance contracting approach can be the driving factor that can help the Kenyan government ministries achieve its target of becoming the middle

economy under its vision 2030 of the Economic Development and Poverty Reduction strategy (EDPRS).

The primary role of any government is to maximise on the welfare of its citizens and its development goal is to achieve broad based, sustainable improvement in the standards of the quality of life for its citizens. The public service and in particular the civil service plays an indispensable role in the effective delivery of public services that are key to the functioning of a state economy. When the delivery of services is constrained or becomes ineffective, it affects the quality of life of the people and nation's development process. In Kenya, the concept of PC was introduced in 2004, with an aim of enhancing the employee's job satisfaction levels with the hope that their satisfaction would lead to improved job performance (Davies & Chan, 2001). The improved job performance would in turn lead to tangible and improved financial performance. Performance contracts originated from the perceptions that the performance of the public sector had been consistently falling below the expectations of the public. The decline was associated with excessive controls, multiplicity of principles, frequent political interference, poor management and outright mismanagement (Davies & Chan, 2001).

The genesis of performance management in the Public Service in Kenya is traceable to the economic recovery strategy (ERS) and wealth and employment creation of 2003-2007. Performance management is legally prescribed through various sections of the public finance management Act, 2012 (PFM), and the Mwongozo Code of Governance for State Corporations. Hope (2012) pointed out that performance contracts specify the mutual performance obligations, intentions and the responsibilities that a government requires public officials or management of public agencies or ministries to meet over a stated period (Pham et al., 2017). Gakure et al. (2013) declared that performance contracts if well executed increase political accountability by making it easier for

managers to match targets with political priorities. Politicians can in turn, hold managers accountable for their performance as being witnessed in many developing countries.

These Acts require the government agencies to design a performance management plan to evaluate performance of their respective ministries, departments or institutions and the implementation of policies (Mwangi et al., 2017). The plan provides for among others: objective, measurable and time bound performance indicators, linkage to mandates, annual performance reports. The underlying objective of a PMF was to promote accountability in service delivery by ensuring that tasks are performed efficiently, effectively and economically. Also, a performance framework provided a mechanism for citizen to engage and evaluate the performance of the respective ministries /departments/ institutions which should all be in line with; Vision 2030, five-year ministry/departmental strategic plans, Performance Contracting (PC), Performance Appraisal System (PAS) and Monitoring and Evaluation and Reporting among others (Locke & Latham, 2016).

The objectives of introducing performance contracts in Kenya were; to improve service delivery to the public by ensuring the top-level managers are accountable for results; reverse the decline in efficiency and ensure that resources are focused on the attainment of key national policy priorities of the government (Parachuted projects); institutionalise performance-oriented culture in the public service through the introduction of an objective performance appraisal system; measure and evaluate performance; link reward to measurable performance; facilitate the attainment of desired results; instil accountability for results at the highest level of the government; ensure that the culture of accountability pervades all levels of the government machinery and strengthened and clarified the obligation required of the government and its employees in order to achieve agreed target (Ndubai et al., 2016).

The introduction of performance contracting in Kenya in 2004 was geared towards several expected outcomes: improved performance, decline in reliance on Exchequer funding; increased transparency in operations and resource utilisation; increased accountability of results, linking reward on measurable performance; reduced confusion resulting from multiplicity of objectives; clear apportionment of responsibility for action; improvement in the correlation between planning and implementation; creation of a fair and accurate impression on the performance; achievement of greater autonomy and creation of enabling legal and regulatory environment (Ndubai et al., 2016).

Therefore, performance contracting was set up with the following objectives; Improving service delivery to the public by ensuring that top-level managers are accountable for results, reversing the decline in efficiency and ensuring that resources are focused on the attainment of key national policy priorities of the government (Parachuted projects), institutionalising performance-oriented culture in the public service through the introduction of an objective performance appraisal system and measuring and evaluating performance. Besides, performance contracting was meant to do the following: linking reward to measurable performance, facilitating the attainment of desired results, instilling accountability for results at the highest level in the government, ensuring that the culture of accountability pervades all levels of the government machinery and strengthening and clarifying the obligation required of the government and its employees in order to achieve the agreed target.

Performance contracting is important because it is expected to increase accountability because clear and explicit managerial targets, combined with managerial autonomy and incentives to perform, make it easier to establish the basis for managerial accountability and to achieve outputs. Through performance contracting, the citizenry requires that all arms of government to be held accountable to the public through some objectively

identified parameters. Performance contracting strived to reinforce the principles set up under the MTEF by ensuring the following; those institutions maintain financial discipline in their expenditures and accounting, the institutions allocate resources efficiently targeting key priority areas identified and set out in the strategic plans, and those resources, once allocated to priority areas, are utilised efficiently in the most cost-effective manner (Davies & Chan, 2001).

The emerging challenges in the government ministries in Kenya are how to improve the development, service delivery of project and policies to the public. This is in accordance to the reports on Kenyan government ministries survey conducted by the KNBS (2017). Regardless of allocation of funds to different projects within the government ministries, accountability is a major problem in improving performance management. However, they stand at much risk of failing to ascertain the objectives of the public thus causing mistrust and misbelief by the citizens, hence translating to loss of quality in human capital. In this case, organisational factors can be regarded as factors that influence the relationship between workforce diversity management and the performance of government ministries.

Organisational factors are aspects of an organisation that control its operations and performance. Organisations are made up of several elements that are related. These elements form the foundation on which organisations are built and are meant to focus the public sector towards achieving their set goals and targets. Organisational factors that may affect public sector in relation to performance contracting include government policy, Training and Development, Top Management Commitment and job satisfaction, which includes the structure and top management, as well as the organisational environment (Marchington et al., 2016). According to Aly (2015), the organisational environment entails the internal and the external factors influencing its performance.

Internal factors include those affecting the performance of public sectors from within the organisation while external are those influencing it from the outside.

The external environmental factors influence the performance of organisations through policies and regulation. Policies and regulations create guidelines, through which organisations have to adhere to, (Minja, 2016). All these organisational factors are crucial and important in the decision-making aspects of an organisation. Performance contracting and result-based management represents a subjective measure that helps to indicate how well Kenyan government ministries can utilise its assets to improve service delivery. The performance of an organisation indicates the degree to which the financial goal of the public sector has been achieved and also helps in identifying strategies for risk management.

The aspect of organisational factors within public sector encompasses performance, operations based on results and management. Organisational factors are composed related elements that form the foundation that drive public sectors towards achieving targets and goals. They influence performance contracting in leadership, top management commitment, government policies, and political influence (Prinsen & Nijhof, 2015). Organisational factors are crucial and important in making decisions, thus represents a subjective measure that enable public sector to indicate how management can deliver performance through operations in development.

In the Kenya public sector, the concept of implementation of performance contracting to improve citizen empowerment and quick service delivery have transformed government services (Freeman, 2006). However, despite much attention on performance contracting, organisational factors influence result-based management and performance contracting as a whole. Organisational factors reflect both shared values, structure, competence, policies, procedures, beliefs and norms.

Regardless of the significances of adopting RBM and performance contracting in the Kenya government ministries and departments, there exists relationships in organisational factors such as resistance, leadership, job satisfaction as well as disengagement of public servants within the ministries which when not keenly observed may hinder success and achievement of the intended objectives of results-based management practices in the implementation of performance contracting in Kenya (Mamuna, 2014).

Being a common organisational factor, incentives are integral within individuals. These incentives range from training and development, employee recognition, monetary rewards to a mere top management commitment for instance in ensuring that the required resources to facilitate employees' performance are availed. Still negative factors may further range from resistance to change and lack of appreciation and internalisation of results and measures. Effective implementation of performance management needs removal and overcoming most common limitations. Monetary and non-monetary values are incentives that can be introduced in both organisational and individual level to enhance motivation and achieve productivity for both individuals and organisations (Javed et al., 2015).

A study by Khawaja (2017) observed that the Government of Kenya required management strategies and scholars to study the relationship of organisational factors on result-based management practices on performance contracting in the Government Ministries in Kenya because of the numerous challenges facing the success of the process.

1.1.1 Result-Based Management on Performance Contracting

The concept of RBM is not new, it dated back to 1950s when Peter Drucker introduced

the concept of management by objectives (MBO), which included cascading organisational goals and objectives and performance evaluation and feedback along other principles (Steyn, 2014). Results based management is focused on the outcome rather than the output. This needs performance management processes. So, the project processes need to be monitored to see if it is implemented as planned and in the long run if the desired outcome can be obtained or not (Langat, 2019). Focusing on results can help the governments in better decision making when it comes to resources, monitoring the projects and accountability of the governments and public servants (Kristiansen, 2017).

The monitoring process which forms part of RBM can focus on the outcomes and impacts that can result in better governance of public sector project (Minja, 2016). They started preparing detailed work plans with performance indicators for their medium-term expenditure framework (MTEF) revised twice annually for 3 years. Their plans included key outcomes, performance measure and targets, time frames, and evaluation mechanisms. Historically Kenya has been using expenditure as the output side of monitoring and evaluation without evaluating the outcomes (Marchington et al., 2016).

Result-based management within the public sector derives its significance from public demand in both quality-of-service delivery and accountability as a strategy to validate the approach of achieving state ministries objectives (Sylvia, 2015). The approach is comprehensible and efficient. There are underlying facts that result-based management is adding value and considering the needs and priorities of the citizens as well as other global priorities. In doing so, the approach gives a substantial justification for the implementation in achieving government challenges of service delivery and supporting the national priorities and objects. Therefore, the approach facilitates the achievement of the goals of performance contracting in an organisation (Aly, 2015).

1.1.2 Result-Based Management On Performance Monitoring

Typically, there are significant life cycle approach result-based management follows in an organisation. Firstly, planning is the first phase of life cycle. In this phase, vision is set based on the defined result framework. Consequently, the phase of implementation is initiated and the essential task becomes monitoring (Heckscher, 2018). Monitoring is the most vital task for ensuring that the desired outcomes are being achieved. However, monitoring and evaluation acts as the primary components of the result-based management, since they assist top level management in building evidences that strengthens implementation, design and strategy when necessary (Bester, 2012). For the development in government ministries, state departments and corporations, consultation within the top-level management stand as the paramount important factor because it ensures there is no duplication in proper monitoring, planning and reporting.

1.1.3 Result-Based Management Principles and Performance Planning

There are six major principles that promote state departments and Kenyan government ministries to deploy Result-Based Management;

Accountability stands as the first key principle of Result-Based Management that compels public institutions to be ultimately accountable to all their stakeholders, to one another and to the applicable rules of law (Vähämäki et al., 2011). Public institutions have the obligation to report, explain and become liable for any consequence of their decisions regarding the utilisation of state resources. In the context of RBM linkages between expected results and resource allocation are clearly defined thus enhancing this notion of accountability regarding decisions on the utilisation of resources. Accountability is also enhanced as programmed implementers are answerable for both their actions as well as contribution to the achievement of desired results, unlike

traditional approaches where the accountability is confined to their actions only (Vähämäki et al., 2011). In addition, results-based monitoring and evaluation processes, constituting the performance measurement function, provision of feedback from beneficiaries relating to outcomes and consequences of governmental actions.

Responsiveness is another RBM principle where organisations and their processes are designed to appropriately serve the needs of all stakeholders, while timeously balancing competing interests. The principle focuses on results that matter to the people where decisions are guided by the achievement of clear and measurable changes in the lives of targeted stakeholders (Langat, 2019). Accordingly, a wide variety of stakeholders, particularly end-users of project deliverable, actively participate in the planning and performance measurement. Such practice helps to close the gap between the supply and demand of development project deliverables thus significantly influencing the levels of responsiveness (Vähämäki et al., 2011).

Efficiency and Effectiveness relates to a situation where decisions are implemented to produce results that closely meet the needs of stakeholders while also making the best use of available resources. The RBM focus on the achievement of clearly defined results, with such results also being the basis for the allocation of resources, enables the most effective choices among competing possibilities which leads to enhanced efficiency and effectiveness of development projects (Bester, 2012).

Transparency is built on the free flow of information where institutions, processes and information are readily accessible to stakeholders enabling them to understand and monitor the related policies, projects and practices. In addition, all decisions taken and their enforcement ought to be in compliance with established rules and regulations. Again, the RBM focus on results, the associated measurement towards their achievement and accountability compels stakeholders, including politicians, bureaucrats

and voting citizens to be more distinct about the objectives of government plans and services (Bester, 2012). That is, lawmakers are also key stakeholders and hence ensure that their interests are considered in the definition of results as well as in projects processes aimed at achieving those results.

Equity and inclusiveness also regarded as stakeholder engagement entails improvement of the well-being of all stakeholders through affording them the opportunity to participate as well as derive satisfaction from the consideration of their interests during decision-making processes. The notion primarily depends on ensuring that all individuals and groups within a community, particularly the most vulnerable, feel included and empowered to improve or maintain their wellbeing. Active, meaningful stakeholder participation as well as continuous learning and improvement sponsors ownership of processes and ensures a balance of interests, elements that have a significant bearing on the levels of equity, inclusiveness as well as sustained wellbeing of stakeholders (Cordova-Pozo et al, 2018).

Furthermore, RBM through learning that entails incorporation of best practices and lessons learned contributes to the building of institutional capacity, again furthering a primary goal of good governance and effectiveness necessary for achieving sustainable development (Cordova-Pozo et al., 2018). The approach thus significantly influences the quality of management decisions as well as the factors relating to good governance notably accountability, efficiency and effectiveness as well as transparency in the performance of organisations.

1.1.4 Result-Based Management Model

The results-based management models do not oversimplify the complexity and dynamism of the development process. According to Steyn (2014), result-based

management focuses on the destination of selection first, and then choosing the appropriate route; weighing a map and adjusting that can lead to the achievement of the expected results. The result-based model focuses more on the achievements and benefits of the intervention rather than its inputs, activities, and processes (Prinsen & Nijhof, 2015). The process also emphasises the way the information from the results can be used to improve the decision-making process for instance decisions on performance management etc.

As pointed out by Ambrose and Roduner (2009), the result-based management approach model requires the management to reflect on how the implantation of the organisational activities and its outputs enhance the achievement of the desired goals. The model's benefits depend on the effectiveness of the implementation process. Therefore, the management should make continuous necessary adjustments to realise the planned outcomes. The outcomes of the result-oriented program can be influenced by factors within and beyond its control with intervention or moderation being one of the contributors to the outcomes. The concern is to ensure that appropriate change occurs after the intervention. The strategy used for the intervention should reasonably impact on the planned outcomes. At the level of intervention of the results-based management model, it becomes hard to notice the development change because of many factors and variables such as stakeholders and the partner country who may be contributing (Prinsen & Nijhof, 2015).

At the high level of the result-based model, the failure or success cannot be based on a specific intervention program but to their contribution. Jacobs et al. (2010) argued that multiple conditions, risks or factors beyond the control of the intervention or program may threaten the achievement of the intended changes. They further observed that any intervention, both the internal and external risks that may affect the success of the

program should be analysed to enhance attainment of appropriate results. The management should understand that risks are associated with results and they should analyse them against the program's results.

However, findings from Jacobs et al. (2010) depicts that risk management plays an important role in the results-based management model. These factors include financial capacity, management capabilities, ownership, and management. Proper monitoring at the outcome level needs an effective understanding of how outputs and other efforts like advocacy come together. A typical example is the United Nations system is accountable for contributing towards the realisation of national outcomes which are associated with the support of the United Nations. It is important to note that although the results-based management model is prepared at the earlier stages of planning, it can be made better at the later stages by the partners.

1.2 Statement of the Problem

The government ministries in Kenya have been using result-based management practices in their efforts to achieve effective implementation of the performance contracting process amidst strong discontentment by the public on service delivery. According to Ogot (2006), the result-based management practice was introduced in the government ministries in Kenya in 2005 after the realisation that massive employee redundancy and voluntary early retirement (VER) only had a minor impact on the effective implementation of performance contracting whose objective was efficient and effective service delivery within the public sector. Since the introduction of result-based management practices in the implementation of performance contracting as the transformational element in the public sector, minimal studies have been done to establish moderating effect of organisational factors on result-based management practices for effective implementation of performance contracting in the government

ministries in Kenya. The study therefore sought to investigate the effects of organisational factors on implementation of performance contracting in the Government Ministries in Kenya.

1.3. General Objective of the Study

The general objective of the study was to investigate moderating effect of selected organisational factors on implementation of performance contracting in government ministries in Kenya. In achieving the above general objective, the study was designed to address the following specific objectives.

1.3.1 Specific Objectives of the Study

- i. To establish the effects of government policy on performance planning for implementation of performance contracting in the government ministries in Kenya.
- ii. To establish the effects of training and development on performance monitoring for implementation of performance contracting in the government ministries in Kenya.
- iii. To establish the effects of top management commitment on performance reporting for implementation of performance contracting in government ministries in Kenya.
- iv. To determine the effects of job satisfaction on performance appraisal for implementation of performance contracting in government ministries in Kenya.

1.4. Research Hypotheses

H0₁: There is no significant effect of government policy on performance planning for implementation of performance contracting in the government Ministries in Kenya.

H0₂: There is no significant effect of training and development on performance monitoring for implementation of performance contracting in the government Ministries in Kenya.

H0₃: There is no significant effect of top management commitment on performance reporting for implementation of performance contracting in government Ministries in Kenya.

H0₄: There is no significant effect of job satisfaction on performance appraisal for implementation of performance contracting in government Ministries in Kenya.

1.5 Justification of the Study

This study was justified in the sense that today, public sector organisations operate in a very competitive global environment with the focus of offering quality services to the public on timely and cost-effective manner. Further, even though the government has employed the modern management practices, the quality of services delivered by some government ministries and state departments have not measured up to the expectations of the consumers of those services. It is in this regard that the researcher conducted this study whose findings should guide the government ministries in Kenya in appreciating the role of result-based management, organisational factors in performance contracting. This study should aid in exploring the gaps existing in the area of performance contracting with a view of enhancing the service delivery and hence performance of the government

ministries and state departments as enshrined in Kenya Constitution 2010. And as such government employees would stand to benefit from the ideas emanating from the study findings which should form the basis of formulating a more effective performance contracting modalities thus implement the best performance management practices. The research findings should help revitalise the service delivery element within the government ministries and state departments.

1.6 Significance of the Study

The drive of performance contracting in Kenyan Government Ministries is to deliver effective and efficient service delivery to its customers. Despite all the efforts and resources that have been put in place by the government the results have not been achieved. In this study, we established the effects of selected organisational factors on implementation of performance contracting in government ministries in Kenya. The findings of this study will help the government improve on the service delivery and also improve on the effectiveness and efficiency on customer service.

This study will make some important contributions to:

Service delivery being the core business in public sector will greatly improve on reviewing the important aspects that lead to improved, efficient and effective system of service delivery, which includes the improvement of governance for various organisational factors hence improvement of performance contracting in general.

Comprehensive research on key organisational factors will bring about new knowledge and understanding on the ways of operating within the public sector, which includes adoption of private sector practices to improve effectiveness and efficiency, and being able to achieve this in an economic way hence yielding a reliable service delivery system.

Performance contracting through performance appraisal ensures that workers are recognised for their efforts at work hence devising sufficient metrics against which this performance is measured ensures that employees get proper recognition and motivation hence improving service delivery in the public sector. This will encourage employees to take ownership of their work and empower the process of decision-making.

1.6.1 Human Resource Practitioners

The results of the study will offer human resource practitioners a strong basis for implementing and applying effective performance management practices in the public sector as well as providing support to civil servants from an informed point of view. The study findings would also contribute to the body of corpus knowledge, styles and skills necessary for attainment of performance contracting requirements in government circles.

1.6.2 Researchers and Academicians

The findings would assist other researchers and scholars by providing them with additional information for future studies as well as references in literature review from similar studies and researching problems related to performance contracting in public sector.

1.7 Scope of the Study

The purpose of the study was to establish the effects of selected organisational factors on implementation of performance contracting in government ministries in Kenya. The main aspects investigated were performance planning, performance monitoring, performance reporting and performance appraisal. The unit of analysis were twenty Government Ministries of Kenya that were categorised as per the state departments in each Ministry. Four Ministries which had three and above state departments were

sampled namely Ministry of Transport and Infrastructural Development, Ministry of Interior and coordination of National Government, Ministry of Education Science and Technology and Ministry of Agriculture and irrigation. The total population of the sampled ministries were eight hundred and thirty-one (831). Of the total targeted population, 30 per cent was sampled and a sample of 249 respondents were sampled. The study limited itself to respondents who were serving in the top management and middle management levels. The geographical scope was the headquarters of the Government Ministries since the performance contracting is centralised at the headquarters and the top managers are also domiciled at the headquarters. The time was stretched to fit into the shift periods that were adopted during the Covid-19 Pandemic.

1.8 Limitation of the Study

The top management respondents were difficult to reach due to their busy schedules and even after booking appointments they would still have emergent meetings therefore making the researcher sit for long hours waiting for them. Further, they were not willing to expose the performance contract documents, citing confidentiality. However, the National Commission for Science, Technology and Innovation (NACOSTI) plays an integral role in confidentiality assurance by providing assurance in the information provided. The introduction letter from the institution also played an integral role in acquisition of information. The study was conducted during the Covid-19 pandemic when employees were working remotely and on shift hence making it difficult to meet one on one. Some of the respondents answered questions using online meetings making the exercise very expensive. The researcher had a challenge on collecting some of the key information due to respondents citing that they had no authority in divulging some of the information and instead referring the same to the supervisors.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter brings an insight on the effects of organisational factors on implementation of performance contracting among the Government Ministries in Kenyan. The review pointed at result-based management practices and performance contracting as the major essential concepts of increasing timely service delivery and promoting transparency and accountability. The two concepts assisted in defining the effects of organisational factors within both result-based management and performance contracting concepts. This was accomplished by reviewing a synthesis of different scholars, similar previous researches, as well as all available vital information to the public. The review also presented existing elements of organisational factors in the Government Ministries in Kenyan.

2.2 Theoretical Review

This section of the study includes discussions on theories and models that guide this study, in relation to application of performance contracting and strategy implementation of result-based management. The theoretical review will evaluate Goal setting, Theory of change, Management Theory, Equity Theory, Stakeholder's theory as well as Agency theory as the key parameters of Result- Based Management and Performance Contracting.

2.2.1 Goal Setting Theory

Goal setting is the process of setting objectives (goals) for the future to aid in individual or organisational performance. The theory of goals setting postulate that when individuals and organisations set difficult goals they perform better, on the other hand, when easier goals are set the performance of an individual or an organisation decreases

(Shaiza & Giri, 2016). In today's dynamic environment, maintaining motivation among employees ensures attainment of objectives within any organisation. A motivated workforce is more likely to increase productiveness of an organisation and ultimately contribute to attaining stakeholders' satisfaction. To enhance performance at both individual and organisational level, organisations set both personal and organisational goals. These goals reinforce performance, which triggers employee job satisfaction hence increasing employee-organisation commitment (Global Business Research Congress, 2017).

Goal setting theory lies within the domain of purposefully directed action and focuses on the question of why some people cope better on work tasks and produce better results than the rest of their colleagues. If workmates are equal in ability and knowledge, then the only cause for different results should be because they have different levels of motivation. Goal setting theory approaches motivation from the first-level perspective; it emphasises on immediate level of explanation of individual differences in performance and achievement of desired goals. The theory focuses on an introspective observation that human endeavour is purposeful and regulated by individual goals (Latham & Locke, 1991).

Economists general view on goal setting is that employees are driven by two types of motivation; first, the salary that they receive in exchange for their services and second, the intrinsic motivation to reach their personal goals. This is because goals provide a point of reference against which employees can measure their satisfaction by dividing their outcomes into gains if the goals are achieved and losses if achievement falls below set goals. In this case, if the achievement is below set goal, then it hurts more than the achievement feel good. Consequently, employees are always seeking to exert more efforts to prevent the feeling of dissatisfaction in an event of unachieved goals. A

combination of work goals and bonuses given to the employees after successfully achieving a goal ensures that the source of motivation is not only in the goal but also in the perspective of monetary reward (Goerge, 2015).

As postulated by Locke and Lathan (2016), goal-setting theory has five basic principles that allow better performance of the whole process, they include clarity, challenge, commitment, feedback and task complexity. As per clarity, the goal being set should be clear measurable and one that can be achieved within the specified timeline not forgetting it should align with the goals of the organisation. Moreover, the goal should be challenging, it should be able to achieve a decent level of difficulty hence motivating individual and the organisation towards striving and achieving positive goals. However, without commitment the goals would be void, both individuals and organisation should employ deliberate efforts towards achieving set goals.

This kind of commitment also makes goals more achievable. In addition, the organisation should implement a good feedback system, this provides information on progress towards achievement of goals at hand, it helps both individuals and organisations adjust their course on the setting of their goals. Finally, the organisation should assess the level of task complexity, this lays down processes and steps hence make achieving of goals easier. All these principles ease the process of striving towards achievement of goal, they are therefore crucial in the process of goal setting especially at organisational level. Goals can motivate people toward accomplishing them based on the extent to which they have clarity, challenge, commitment, feedback, and task complexity.

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All these principles ease the process of striving towards achievement of goal, they are therefore crucial in the process of goal setting especially at organisational level. Goals can motivate people toward accomplishing them based on the extent to which they have

clarity, challenge, commitment, feedback, and task complexity.

Clarity: Clear goals help identify behaviours that should be rewarded. They are also unambiguous, measurable, and have definite completion times. Clarity in goals can induce people to work to their full potential.

Challenge: Challenging goals enhance feelings of achievement and drive people to work harder to achieve them.

Commitment: Ownership of or “buy-in” to a goal increases the likelihood of its accomplishment. Within an organisation, people must understand and agree upon goals in order for them to be effective. Organisations thus should encourage employees to develop goals for themselves that are consistent with the organisation’s own vision.

Feedback: Feedback is necessary for people as they pursue a certain goal so they can judge their own progress toward achieving it. This feedback can come from self-judgment or from other people.

Task complexity: Highly complex goals can become overwhelming for people. For such goals, people need to be provided sufficient time to work toward the goal, improve performance, practice, or learn what is necessary for success.

Ultimately, lack of accomplishment of goals leads to job dissatisfaction. Goal Setting Theory can be useful in predicting job satisfaction which is an important attribute for employee productivity and commitment to the organisation and therefore relevant for this study (Vigoda & Angert, 2007). It is quite relevant in this study in that performance contracting evaluation by the government is designed in such a way that it clarifies the goals that each ministry or department should meet in a given time period, it also anticipates the likely challenges that are to be encountered and based on the complexity of the tasks evaluates the commitment accorded both in monetary and human resource

terms. So in essence, all these factors are key for this study, hence the theory.

Since performance-management is about setting objectives as an organisation and instilling the principles in employees, goal-setting theory is quite relevant to this research paper. Managers and policy makers use the knowledge of goal setting theory to set objectives for government ministries. Objectives set should be realistic, attainable and after implementation of a strategy, a clear feedback system should be in place to ensure accountability.

2.2.2 Theory of Change

For successful implementation of performance management, it is necessary to have a clear pathway, which maps out a logical sequence of changes anticipated by project team and stakeholders in a description, which captures the desired outcome. The desired outcome propagated in the process should cater for both short-term and long-term expectation of a project and the necessary changes which need to be effected within the system of operations. This ensures that the system has necessary resources required to take on the change and implementation is actualised in the right pace. This kind of analysis helps account for the changes brought about by implementation of a new system within a ministry.

Theory of change is both a process and a product, the process of figuring out the theory primarily in group sessions of stakeholders and practitioners with a capable facilitator as a leader; and as a product of the process, a documentation changing model, showing how and why a goal will be achieved (Taplin et al., 2013). It is a process based on dialogue, whose intention is to generate a description of sequence of events expected to lead to a particular desired outcome (Vogel, 2012).

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Theory of change starts with analysis of the context and issues from a baseline level, which then map out anticipated logical sequence of changes necessary amongst stakeholders and contextual conditions to support long-term change. The sequence forms pathway towards achievement. Connecting the link between project development or implementation and environmental outcome, by critically monitoring them through theory of change process, supports more rigorous impact planning, implementation and impact assessment. Theory of change is also important in helping supplement discussions and decision making with stakeholders, funders and communities throughout the whole cycle of the project (Vogel, 2012).

According to Vogel (2012), there are a few elements which theory of change needs to discuss between research team and stakeholders. They include context, long-term

change, and occurrence of events, assumptions and a summary of the discussion. Context is inclusive of social, political and environmental conditions as well as the current state of problem that the project seeks to address. The discussion should be clear on the long-term change that the initiative seeks to accomplish and clearly define who will ultimately benefit from the change. Anticipated sequence of events that will lead the desired long-term outcome should be clear and the assumptions of how these changes might happen and contextual conditions that may affect the activities and outputs influencing the desired change. At the end of the analysis, a descriptive diagram and narrative summary is presented outlining the sequence of change as captured in the discussion.

As a planning tool, theory of change has helped organisations and governments realise important aspects about their work. It has aided to strengthen partnerships, support development in organisations, and facilitated communication. Theory of change is an evolution tool that has explained the connection between activities, outputs and outcomes as well as clearly defining the pathway of change that has led to achievement of long-term goals in different organisations and governments. Theory of change has delivered purpose, results and strategies, which sharpen interventions and evaluation designs and has strengthened the ability of practitioners in taking credit for achievements predicted in their theory (Taplin et al., 2013). This proves relevance of this theory to the implementation of performance contracting in Kenya government ministries which have more than one force in play, and in which the process of execution of a strategy happens carefully and progressively with everyone involved on board to increase chances of successful implementation.

2.2.3 Management Theory

This is a theory that is used in performance planning, it does provide a sound basis for supporting the emergence of emergency management theory utilising the management

process from planning, organising, leading and controlling (Kago, 2014). However, as opined by Radnor and Barnes (2008), scientifically approached management process led to positive outcome. In that, most management theory stresses the need for effective planning to ensure that organisational goals are obtained. Building sustainable organisations and communities is a common goal of both management and emergency management. Principles of scientific management initiated a revolution on how both the process and position of the manager was viewed. Many of the early writers in management contended that there was a right way of organising work and accomplishing tasks.

The theory of management has grown over the past one-hundred years evolving from the time and motion studies of engineers to contributions from social scientists, the Hawthorne studies and a behavioural approach to more quantitative approaches that look for the “best” or optimum functioning of an organisation or “total quality management (TQM)” (Try & Radnor, 2007). The behaviour scientists have also been involved suggesting the necessity of involving community organisations in planning and mitigation strategies. Therefore, this theory is relevant to this study as it hinges on the planning as a process of performance contracting. This theory is relevant to this study in that it informs on how the management process is utilised from planning, organising, leading and controlling so as to achieve the desired results. The approach is well covered within this study which makes it quite relevant.

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2.2.4 Equity Theory

This theory fits very well to performance appraisal as an aspect of performance contracting. In the 1960s, John Stacey Adams, a behavioural psychologist, developed the equity theory. This theory describes the relationship between the perception of fairness and worker motivation. People typically value fair treatment. Successful entrepreneurs recognise this and structure their small-business workplace to reward people according to their contributions. They also recognise that people have needs. Other theories help explain how to understand these needs.

Psychologist Abraham Maslow's need-hierarchy theory, developed in the 1940s, states five levels of personal needs: physiological, safety, belonging, esteem and self-actualisation. Business school professor Victor Vroom developed the expectancy theory in the 1960s, demonstrating that motivated employees produce more. Behaviourist B. F. Skinner also worked in the 1960s to understand how reinforcement works. He concluded that negative reinforcement leads to negative outcomes. Effective managers can apply these observations to managing performance by motivating their employees through positive reinforcement and appraising them fairly on at least an annual basis. The theory states that satisfaction is based on a person's perception of fairness. Applying this theory when conducting an organisation's performance appraisals involves balancing the assessment of an employee's contribution to his job with the compensation and other

rewards associated with his success. In general, highly- paid and rewarded employees tend to be the most motivated to continue performing well on the job.

Setting Expectations: According to equity theory, an employee's perception of the fairness of his work's input and outcome influences his motivation. Effective performance management systems enable a manager to clarify job responsibilities and expectations, develop an employee's capabilities, and align an employee's behaviour to the organisation's strategic goals and values. An employee typically feels satisfied with the outcome of his effort, including his pay, when the compensation matches what he feels he puts into the job. If an employee perceives that other get more for doing less, he typically becomes less motivated to work hard. Managers create a productive work environment by communicating job requirements clearly and establishing fair and consistent performance objectives for all employees.

Achieving Balance: Effective managers avoid underpaying and overpaying employees. They monitor performance and compensation regularly to achieve a productive balance. If cuts need to be made due to economic conditions, they distribute the decreases throughout the organisation. To remain motivated, employees typically need to be able to provide input to their performance plan, modify their goals if conditions change, and seek career development opportunities.

Communicating Clearly: It's not easy to make equitable decisions while supporting performance improvement. Managers typically evaluate their employees, calibrate ratings and decide on rewards. These rewards include pay increases, promotions, flexible work schedules or stock options. Justifying these decisions becomes the focus, rather than relaying constructive feedback that can enhance performance and foster career development. Successful managers clearly communicate organisation goals and make sure employees understand their role in achieving business objectives. By recognising

the effort, loyalty, commitment, skill and enthusiasm that an exemplary employee displays, an effective manager acknowledges accomplishments, establishes trust and builds a productive workforce. A worker's sense of achievement tends to build loyalty and enables him to feel secure about his future with the organisation. This theory therefore suits the study very well and is relevant to performance appraisal. Because in performance appraisal, workers' expectations are set, clearly communicated and rewards identified if the expectations are accomplished as per the set targets. This therefore makes it relevant to the study.

2.2.5 Stakeholder Theory

A theory of organisational management and business ethics that addresses morals and values in managing an organisation asserts Houston et al. (2006). The stakeholder view of strategy is an instrumental theory of the corporation, integrating both the resource-based view as well as the market-based view, and adding a socio-political level. However, the changes in academic management style have been accompanied by changes in performance management systems to emphasise corporate sector best practice with an inherent expectation of measurable outputs, responsiveness to stakeholders' needs and greater accountability (Houston et al., 2006). An effective performance management system is expected to serve the main purposes of determining training and development needs, appraising past performance, aligning individual and organisational objectives, developing individual competencies, career planning, achieving salary increases and the assessment of future promotional prospects, Nankervis and Compton (2006).

Houston et al. (2006) on the other hand suggested that an effective performance management system should improve work performance, advise employees about work expectations, motivate employees, identify training needs, assist employees in setting

career goals and improve working relationships. The extent to which the performance management system realises these purposes will determine the level of satisfaction of the employees subjected to it. According to Try and Radnor (2007), effective performance management has the potential to affect employee motivation by encouraging them to work harder and smarter, as well as influencing their propensity to remain by motivating them to stay in the organisation. Academics subjected to a more effective performance management system will exhibit higher job satisfaction and propensity to remain and lower job stress.

This theory therefore fits well for this study as it informs on most of the elements of performance management as required in the public sector. It also integrates the resource-based view as well as the market-based view, with the socio-political level or view, thereby interrogating all aspects of performance in totality so as to bring out an informed view of performance contracting outcomes, which are all vital aspect in public sector setting thus relevant to this study.

Houston et al. (2006) on the other hand suggested that an effective performance management system should improve work performance, advise employees about work expectations, motivate employees, identify training needs, assist employees in setting career goals and improve working relationships. The extent to which the performance management system realises these purposes will determine the level of satisfaction of the employees subjected to it According to Try and Radnor (2007), effective performance management has the potential to affect employee motivation by encouraging them to work harder and smarter, as well as influencing their propensity to remain by motivating them to stay in the organisation. Academics subjected to a more effective performance management system will exhibit higher job satisfaction and propensity to remain and lower job stress. This theory therefore fits well for this study as it informs on most of the

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2.3 Performance Contracting

A key factor in the development of human resource is determining aspects which predicts employee's performance either in a private corporate or public setting (Cacciattolo, 2015). Performance is the primary term referring to both organisational, team and individual performance. These bring the phenomenon of performance contracting. Performance contracting is a synopsis of various concepts applied together with a target of strengthening the performance of an organisation. Numerous theories within the study of resource management have consolidated to explain and support the paradigm of performance contracting with the subject being debated among the practitioners of the human resource and scholars. In this regard, Pazvakavambwa and Steyn (2014) asserted that performance contracting is a tool for coordinating employees and a philosophy towards achieving positive performance contracting outcome. However, Dooren et al. (2015) outlined performance contracting as an instrument of management used to define the expectation and responsibility among parties to achieve jointly agreed outcome.

As a strategy to push the development projects and services in all state ministries department in Kenya to all citizens, government launched and developed performance contracting strategy in the public service in 2004 (Cheche & SMA, 2014). Performance contracting pursued to increase service delivery and improve productivity. Markedly, performance contracting outlines necessary actions to implant sustainable and durable

changes in the Kenyan public sector. However, result-based management approach has been noted as the underpinning factor of performance contracting, making performance contracting necessary to adjust operation in responding to predetermined outputs, results and objectives (Rotich et al., 2015).

Adoption of performance contracting approach demanded a paradigm shift within the government. Thus, calling for mega transformation from the outward looking of customer satisfaction, result oriented parameters and output, passive looking bureaucracy to the value of money to all services and projects. Consequently, the government ministries and the state departments were mandated to develop strategic plans that reflected their goals based on the 9th development plan which was to focus on the Millennium Development Goals (MDGs), strategy to reduce poverty, and Medium Term Expenditure Framework (Clary et al., 2000).

According to Dooren et al. (2015), performance contracting was adopted within the public service to enhance reduction, and elimination of reliance on exchequer funding in every agency within government, with much expectation of revenue generation and also loss prevention in all dividends, by giving returns to shareholders. With performance contracting in place, positive outcomes such as parastatal improvement in performance, delivery of timely and quality services, and resources utilisation was noted.

The objective of the Kenya government ministries in adopting performance contract were to expand the delivery of services to the public by making senior management accountable for outcome, reducing inefficiencies through ensuring resources are concentrated on attaining major concern of government policies (Gakure et al., 2013). The culture of performance contracting in public service through introducing an impartial performance appraisal system that evaluate and measures performance, facilitates accomplishment of desired goals through connecting reward to measure performance.

By ascertaining the culture, accountability is implanted in all level of government ministries thus strengthening the obligations of employees to achieve the target (Gomes, 2017). However, as much as the real impact of performance contracting process is yet to be fully clear, there are underlying facts of radical improvement more so in outstanding and exceptional profit generation for State Corporation. Most government ministries such as immigration, Agriculture, energy, Health, Finance has shown significant improvement in operation and service delivery (Khawaja, 2017).

2.4 Empirical Review

Rohrer (2004) viewed performance and performance contracting as follows: performance is multi-faceted. It is measured in terms of output and outcome, profit, internal processes and procedures, organisational structures, employee attitudes and organisational responsiveness to environment among others. Performance contract has been viewed as a management process that is supposed to improve staff performance so that what is measured gets done. Performance contracting has been viewed as an important instrument for the implementation of performance management and it is used to improve target setting and follow-up on results. It is quite clear that performance of local authorities' employees determines whether councils achieve their objectives of providing services to the public.

The empirical review for this study is guided by the five research objectives of the study namely: performance planning; performance monitoring, performance reporting performance appraisal and organisational factors.

2.4.1 Performance Planning and Performance Contracting

Business Planning - The business planning process is carried out at the level of the business unit and levels below. During business planning, components identify their own

strategies to support the strategies of the organisation, identify initiatives (sometimes called sub-strategies) and supporting projects that will ensure that they can accomplish the performance objectives for which they are responsible, create the business case to support approval of the initiatives, and ultimately create plans to implement them, which include milestones, schedules, and resource requirements (Hansen, 2006).

The horizon for business planning varies, though most plans are made on a yearly cycle for a three-to-five-year time period. These include Budget Planning - For most people, talking about implementation immediately raises the spectra of the budget process, without which the grandest of plans could never be implemented. Strategies cost money, and budgeting is a very real part of implementing the strategy of an organisation. In best-in-class organisations, strategy drives the budget, not the other way around. Implied within every stage of the planning process is the ability to determine progress made toward the goal (Davies & Chan, 2001).

In planning for the implementation of performance contracting, it is necessary to have an inter- agency coordinating committee that will ensure that all outstanding issues outside the control of the departments and agencies within the ministry are resolved and that the demands on the public enterprises are properly coordinated. Enterprises should have a specific ministry or agency to which they report to in order to avoid conflict that can arise with several masters to serve (Trivedi, 2000).

In planning, stakeholder mapping and involvement is critical for the organisation to achieve its objectives. It is important to identify the needs of the stakeholders and design appropriate strategies that will address these needs in the performance contracting process as their involvement in formulation of the strategies in the strategic plans will provide invaluable support during the implementation of the activities (Vineeth, 2017). In addition, the performance contract formulation process should be consultative so as to

enhance ownership and enable the setting of targets that are realistic by the implementing agency (Davies & Chan, 2001).

According to Kobia and Mohammed (2006) the performance contracting of the early 1990's failed to achieve their intended objectives because of widespread use of consultants in the formulation of contract plans, including the determination of mechanisms for their monitoring and evaluation, as public enterprises management had not developed the necessary sense of ownership and commitment to the success of the enterprise contracts (El-Ghalayini, 2017). Getting employees involved in the planning process helps them to understand the organisational goals as well as what needs to be done, why it needs to be done, and how well it should be done. It also involves a highly structured phase of evaluating results with rigorous technical exercise on one hand, and a morale-boosting exercise for worker on the other hand serve (Trivedi, 2000).

The exercise need to address the individual and the organisational levels simultaneously so that it is evident that the organisation's performance is strongly linked with the performance of the people involved (Makawiti, 2011). Involvement of members of staff in drawing up contracts in a negotiated manner is important. This will ensure that performance goals are not perceived to be imposed by the management to the staff for purposes of encouraging staff ownership of the performance contracting process. Makawiti (2011) further observed that during the planning stage, all the stakeholders should be involved in the various stages of the process. This includes consultation in the design stage, representation of the private sector during workshops and formulation of contracts.

2.4.2 Performance Monitoring and Performance Contracting

Monitoring performance, specifying the appropriate metrics is a necessary element of performance measurement and management. However, if the measurement information is not used, the effort and cost of the performance management process will be wasted. The key to performance management is the periodic measurement of performance. Therefore, it is necessary for public agencies to monitor contractors' performance to determine if and how they are meeting performance metrics (Davies & Chan, 2001).

Implementation monitoring involves the frequent, on-going recording of data on project operations e.g., tracking funds and other inputs, and processes. It involves keeping good financial accounts and field activity records, and frequent checks to assess compliance with work plans and budget. While results monitoring involves the periodic collection of data on the project's actual achievement of results – e.g., its short-term outputs, medium-term outcomes, and long-term impacts. This type of monitoring demonstrates whether a project is moving towards its objectives (Marwa & Zairi, 2009).

The growth of contracting out services has led many agencies to examine how they monitor their contracts in order to maximise their effectiveness. Scholars have emphasised that when public services are outsourced, their provision (and performance) needs to be monitored. Regular tracking and monitoring is a key characteristic of performance measurement hence effective implementation of performance contracting. Public agencies contract out to pursue a variety of objectives, including achieving cost savings, realising greater efficiency, managing risks, and improving service delivery (Otundo & Richard, 2019). However, such contracting may pose risks to government; an example, contracting has been marked by graft, corruption, and concerns about service quality (Durant et al., 2009). Furthermore, the benefits of contracts cannot be realised if the performance of contractors is not assessed and monitored. Contracting out for

services presents challenges to performance measurement, due largely to information asymmetry and the possibility of opportunistic behaviour by private contractors.

Makawiti (2011) noted the irony of contracting services of an outside consulting firm in that it is promoted as the solution to government inefficiency and mismanagement, but can work well only if the government agency manages the process through effective ownership of the process. Other researchers have similarly acknowledged the importance of contract management, and contract monitoring as a sure way of realising the goals of performance contracting. Trivedi (2000) pointed on the need of monitoring “avoid unfettered discretion” and to evaluate performance to ensure that contracts provide the desired outputs and outcomes.

2.4.3 Performance Reporting and Performance Contracting

Performance reporting in the public sector is implemented as a strategy to improve accountability and reputation of the management. This concept is linked to the necessity of efficiency, effectiveness and transparency brought by the national public reforms such as public sector harmonisation through International public sector standards (Nyaigo & Omariand, 2013). In an exploration by Lee and Yeo (2016) responses and policy pressure from research council for improving accountability, evaluation and assessment contend that performance reporting are key factor for increasing monitoring evaluation, as they help in budgeting, planning and learning activities which are key in performance contracting (Van de Walle & Cornelissen, 2016).

Performance reporting is a management tool used to provide continuous, critical and real-time feedback about policies, programs and projects implemented within public sector. Performance reporting mainly focuses on step-by-step findings. These steps address the present technical capacity of the organisation on the methodological

dimensions of accessing and preparing report analyses of performance (Marwa & Zairi, 2009). Performance reporting promotes the understanding of policies, program and projects to the top management, as well as provides an effective evaluation to the appropriate audiences about the findings, results and conclusion (Trivedi, 2000).

An effective performance reporting is a primary factor of a well governed organisation. Public sector need a proper structured result-based review aligned with the framework of outcome and output that generates appropriate information from both internal and external performance contracting such as regular reports (Van de Walle & Cornelissen, 2016). Performance reporting within the public sector is widely known as the fundamental starting point of governance that translates strategies of organisation into operational indicators. Reporting systematically evaluates the status condition of organisations through monitoring in terms of initiatives and operational responsibilities.

According to (Kobia & Mohammed 2006), an effective framework for performance reporting within performance contracting involves coherent and precise specification of well-chosen indicators restructured from government plans and policies. These frameworks encompass set of measures addressing major aspects within the public sector, accompanied with reliable and accurate system. Perfect performance reporting must address the following aspect of result-based management within the public sector. Firstly, a desired outcome that identifies the contributing output and information within the public sector. Secondly, performing indicators for an effective outcome using accurate, reliable and valid methodology that establishes the link between financial and non-financial management of all projects within the public sector (Marwa & Zairi, 2009). Furthermore, Performance reporting approach aligns the operations and strategies that promote consistency in performance contracting. For organisation to implement a proper working performance reporting, clarification about the scope, cost quality and

schedule must be undertaken into consideration. Therefore, performance measurement units such as planned values, performance index and schedule are necessary. Aspects like quality control measures, project management plan and requested change approval are also vital.

Performance reporting enables organisations set defines and achieve effective performance contracting objectives by helping managers mitigate risks in organisation. Most performance reporting is majorly driven by technology process which has the capability of analysing data gathered and convert it into strategies that help organisations in the processes of decision making (Marwa & Zairi, 2009). Performance reporting covers every operation within the public sector. According to Trivedi (2000), fundamental components of result-based management, organisational factors, risk management and leadership are essential in performance reporting.

2.4.4 Performance Appraisal and Performance Contracting

Performance appraisal is widely used within the human resource management to evaluate individual's performance of senior officials. The approach works more effective with performance contracting and much periodic as a factor of making career decision in an organisation (Wang & King, 2008). Performance appraisal involves measurement, management and identification of human performance within an organisation. Performance appraisal being an organisational factor, appraisal plays a significant role in development, compensation and feedback in an organisation by reducing grievances and improving productivity. However, performance appraisal has been regarded as a threat of negative sanction. For most of the government department, the primary objective of performance appraisal is to enhance employee performance in the key functional areas of human resource such as recruitment and selection, training and development, compensation program, internal employee relations, and the assessment of the potential

of the employees (Leeuw, 2017). Performance appraisal involves a step-by-step process that requires proper accuracy so as to identify key areas of employee improvement.

According to Leeuw (2017), the literature of performance appraisal focusses on improving performance measurement hence effective implementation of performance contracting. Performance appraisal is a feedback system that involves the direct evaluation of individual performance by a supervisor, manager or peers. Most organisations have some kind of evaluation that is used for performance feedback, pay administration and in some cases counselling and employee development. Thus, performance appraisal represents an important link between goal setting process from performance contracting perspective and reward system (Muchiri, 2016). It is an activity that can be coupled with training and development within the organisation to ensure that there is evident improvement and progress in the working procedures that is reflected in the kind of service being offered to the customer.

In the process of performance management, managers are expected to: define performance through goal setting, measures and assessment; facilitate performance by identifying obstacles to good performance; provide resources to accomplish objectives and encourage effective implementation of performance contracting by providing a sufficient number of rewards that people care about and doing so in a timely and fair manner. Performance evaluation or appraisal and by extension contracting is therefore based on the premise that what gets measured gets done (Connolly et al., 2010).

According to Agha et al. (2012), any systematic approach to performance appraisal commences with the designing of an appropriate appraisal form. This preliminary stage is followed by an interview, in which the manager has an open discussion on indicators for evaluation to determine the progress with the individual member of staff. The result of the interview is often in the form of agreed action, either by the staff alone or jointly

with his manager. The action generally culminates in the shape of a job improvement plan, promotion to another job or salary increment. According to Connolly et al. (2010), the public sector harbours a complex relationship between outputs and outcomes as neither may be readily observable. This is attributable to the fact that most factors that influence outcomes may be beyond the agency's control. There is difficulty in specifying and measuring performance and the contract approach of the performance contract should therefore be done carefully to ensure achievement of performance contracting results.

The use of performance-based contracts has induced an increased cost consciousness. As a result, there has been witnessed a positive financial return to the government in case performance results exceed set targets (Connolly et al., 2010). A structured approach similar to the one used in the US, which focuses on strategic performance objectives; provides a mechanism for accurate reporting; bring all stakeholders into planning and evaluation of performance; provides a mechanism for linking performance to budget expenditures; provides a framework for accountability; and share responsibility for performance improvement. They suggest a six-step process that seeks to establish a successful performance contracting program which include the definition of an original vision, mission and strategic objectives; establishment of an integrated performance measurement system; establishment of accountability for performance; establishment of a process or system for collecting performance data; one for analysing, receiving and reporting performance data; and one for using performance data to drive performance improvement.

2.5 Organisational Factors

Organisational factors are regarded as the aspects which contribute to the success of the result-based management with focus on performance on the senior management within the human resource management (Santos et al., 2019). Various theories comment that

organisations are undergoing fundamental shift due to shifting of the global environment. Correspondingly, organisations adopt quality-oriented values, goals as well as restructuring organisational system with the approach of result-based management and performance contracting to support organisational goals.

The model of organisational values and goals are important determinants of quality-oriented outcomes. The principal factor of result-based norms and values is to provide further justification on organisational practices and policies through identifying endeavour categories that are appropriate in the setting of the organisation (Ravanfar, 2015). There are different values and goals of an organisation. These encompass efficiency, managerial control, workers' optimisation, specialisation and use of classified authority systems (Janićijević et al., 2015). The Kenya government ministries aspect of quality service delivery and accountability depends on the success of development projects and good ratings from the public. According to Clary et al. (2000), the success of organisational performance depends on time, scope, quality, cost, risk as well as top management commitment. A number of scholars have mentioned organisational factors as a parameter of result-based management. The effects of organisational influence include job satisfaction, political influence, Top management commitment, as well as training and development.

2.5.1 Government Policies

In the course of the 1980's, management of the public sector was the primary focus of reforms in most African countries under the auspices of the structural adjustment programs (SAPS). Most governments were however both scorched and strained by the efforts to reform the public sector that were primarily spearheaded by the World Bank owing to the insistence by the body on the need to operate akin to private sector entities

and deregulate enterprises that were publicly owned (World Bank, 2015). The change in approach to management of the public sector was informed by the necessity to limit cost and scope of government, reduce deficit spending, lower inflation, and maintain stability at the macro-economic level. New public management (NPM) models were consequently introduced in just about all institutions of the public sector across the continent as part and parcel of reform programs as a reaction to these challenges.

Government policies as an organisational factor, plays a vital role in the public sector through result-based management and performance contracting framework of delivering quality services to the public. Prior to the significance, the primary function of the government was allocating revenues and undertaking the economy risk to all projects and services undertaken by the state departments and the government ministries (Poole, 2019). Furthermore, parameters like infrastructure investment on mega projects which has much impact to the public such as healthcare, education, energy, agriculture as well as trade are mainly government obligations.

According to Janićijević et al. (2015), government policies has positive and negative effects towards result-based management and therefore, performance contracting process. Monetary and fiscal policies are employed in the government policies to change the policies. Changes in the government policies have an adverse effect to performance contracting due to foreign direct investment (FDI). FDI influences the management such that it provides an implicit catastrophe to the finance of the public sector. Several government valuation challenges have employed the performance contracting and result-based management to claim the derivative approach of monitoring and reporting (Heckscher, 2018).

Government regulations and influence in human resource practices in the public sector can be distinguished based on economic and social motives and public interest which

ensures that there are strategic measures in place that enhances resource availability to strengthen a result- based development (Poole, 2019). Government policies addresses major significant challenges encountered during capacity building and training processes. These policies are always aimed to top management as a way of dealing with wage labourers and personnel in key areas like employees' relations, works related to education and work that includes apprenticeship, master proofs, content training as well as reward and social security as a way of improving performance contracting and result-based management.

Rasappan (2018) argued that government supports most of polices that aim at attaining performance among the workforce in the public sector through creating comprehensive reforms required in employee management in the government ministries in a driven direction that attract, retain develop and utilise competent workforce. Regarding setting policies and priorities, government considers external pressures that have conceptualised performance contracting that is oriented at formulating policies, monitoring and implementing programs, mobilising resources needed to implement plans, transforming policies into programs as well as strengthening government ministries and other infrastructure. Government policies are always incorporated with social cultural factors in coagulating result-based management practices like changing plans respecting ethnic knowledge systems, use of influential leaders, incorporating community policing and anticipating innovation outcome through ensuring that employees in the government ministries have adequate and necessary and outstanding skills and qualities that promote performance contracting.

Nevertheless, government policies have much shifts from focusing on activities and input and increase most of its reliability on outcomes and output with much reliance on quantification. These shifts result-based management to focus on strategic planning,

monitoring and reporting, performance measurement as well as improving decision making policies, causing government ministries to experience difficulties in changing various policies that influence the scope and nature of the public sector (Mehmood et al., 2017). These weakens public accountability, causing ministries to lack a compensation and career management system that reward employees. Generally, based on the negative perspective of government policies, it is believed that government ministries consider politics and conflict balancing as core elements national interest.

In seeking to improve performance in the public sector, public institutions have resorted to the adoption of practices commonly applied in the private sector under the auspices of new public management (Minogue & Martin, 2016). The NPM and associated models have as a consequence emerged as the remedy for falling standards of service delivery in many developing countries as emergent from initiatives applied towards reforming the public service. In an effort to attain similar ends, the Government of Kenya introduced performance contracting to attain two crucial goals. The first goal was the improvement of service delivery while the second goal was to refocus the target of the public service on a business culture that prioritises delivery of results and customer satisfaction as opposed to looking inwards.

In the Kenyan context, the factor underlying introduction of performance contracting as a government policy was the understanding that sustained focus on cost reduction and incremental productivity, along with customer orientation and clarification of objectives at the corporate level can lead to service delivery improvement (Farnham & Horton, 2018). Government policies reviews some of the push factors behind the rapid uptake of performance management in developing countries. It further highlights reforms in the public service from a historical perspective and discusses the genesis of performance contracting in the Kenyan context as a government policy.

Managerial techniques and management systems traditionally applied in the private sector are thus incorporated into public services through concepts associated with the new public management (Farnham & Horton, 2018). This is done in tandem with reassessment of the services that should be classified under sectors that are non-government or private ones (Farnham & Horton, 2018). Entrepreneurship and public management are emphasised as opposed to public administration approaches of the traditional type under new public management, with the overall aim being to compel the state to incrementally embrace efficient management techniques (World Bank, 2015). The primary drive that buoys the wave of reform that informs adoption of new public management is that increasing orientation of the public sector market will result in cost-efficiencies for the state, while at the same time having no negating effects on other considerations and objectives. The reforms carried out under new public management were as a consequence associated with the role and function of the state at the economic level. With the overall aim being improvement of service delivery, adopting an array of measures as a prioritised reform agenda has been the common approach to new public management in most developing countries.

Performance and management issues have been primarily targeted as the foremost issues ailing efficient service delivery in the public sector. This has been in an effort to demonstrate the actionable measures that have been resorted to as a showcase of the gains that have been realised from sustained efforts to introduce reforms in the public sector since the 1980's. Showcasing the influence of reform ideas arising from the uptake of new public management, reacting to the demands for transparency and accountability in the public sector, embracing economic development efforts, adjusting to market economies, taking up economic development as pioneered by the private sector among other measures are the primary motivators behind this shift.

The latest reforms in public service and most recent reforms in the public service with respect to the manner in which business is carried out in the public sector indicate the dynamic variability of the public service in the realisation of economic success at state level. At a period when competitive economic success is more or less a factor for securing industrial capability, managed markets and primary production. The public service has become a significant factor in attainment of economic development milestones or encouraging stability. In recent years, efforts to reform the conduct of business in the public sector have been collectively identified by the reference term 'managerialism'.

Some of the key government policies that focus enhancing performance contracting to achieve result-based management in the government ministries include the following; *recruitment policies in the government ministries*. Recruitment as an onset of talent management process is quite critical in decision making process during the establishment of the work relation (McKenna & Beech, 2014). The process generally involves an organisation looking for suitable candidates who are knowledgeable, skilled and experienced to take up job positions with defined job specifications. Employees always prefer candidates who are aligned with organisational objectives. Whereas objectives provide course and progression; targets act as a performance indicator tool. From each individual's contribution organisations are able to note its advancement, position and eventually its success.

McKenna and Beech (2014), have pointed out that recruitment processes incur significant costs, it is therefore important that an organisation is keen on keeping the costs at a minimum. Job vacancy advertisement and selection process is a costly affair. Moreover, if a wrongly fit individual is selected it can lead to further cost addition; either through sub- standard performance on production or service delivery consequently leading lower result-based approach on performance contracting. The public sector has been increasing

its efficiency in hiring and retention through ensuring compliance and consistency in the recruitment process by undertaking job evaluation during the process of recruitment. Job evaluation encompasses procedures designed to produce a systematic approach of professions, including the nature of tasks being undertaken, work condition as well as the position of the job within the organisation. Major outputs from the job analysis are frequently used to generate employees' specifications and job descriptions. Therefore, Kenya's government ministries evaluate candidates through testing their competencies through assessment test or trial employment to ensure that they are clearly aligned with their roles. Alignment with the job during recruitment is another key undertaking that must be done. Job alignment is being qualified for a certain position. These not only improve efficiency but also increase effectiveness that links organisations with employees' personal objectives.

Strategic government strategies: The theory of strategic human resource management has often been used as the basic framework in evaluating human resource strategies and organisational performance. Some have defined (SHRM) as the linking of HR with organisations strategic goals to improve business performance and develop organisational culture that yields innovation, flexibility in turn builds a competitive advantage (Teena & Sanjay, 2014). This section looks into the key differences among the contingency, and configurational perspectives revolving around SHRM (Gooderham et al., 2008). Universalistic perspective calls for "best practices," which implies that some human resource practices are always better than others. Accordingly, firms that adopt these practices, see better performances (Armstrong, 2009). Within this school of thought, seven practices have been consistently identified as strategic human resource practices: internal career opportunities; training systems; appraisals; profit-sharing plans; employment security; voice mechanisms, including formal grievance systems

plus participation in decision making; and the degree to which jobs are tightly or narrowly defined. Despite its criticisms, many researchers have supported the universalistic predictions (Beh & Loo, 2013).

On the other hand, contingency perspectives entail that an organisation needs to adopt specific government policies and practices for different strategies (Bakshi et al., 2014; Bergeron et al., 2004; Wan-Jing and Huang, 2005). Thus, to be effective, an organisation's human resource policies must be consistent with other aspects of the organisation. By having appropriate human resource policies and practices in place, organisations can elicit employee behaviours that are consistent with an organisation's strategy (Sparrow et al., 2009). For instance, organisations can use human resource practices to ensure that employees are motivated to behave in an approach of consistent with the business strategy.

The Kenya government ministries have set management practices that prioritises HR practices. Whereby, the ministry strongly understand that employee-based HR practices can mold the productive workforce that the sector need (Rose, 2004). Finally, the configurational perspective in SHRM is concerned with how patterns of multiple, planned HR deployments and activities achieve the organisation's goals. An organisation must develop a human resource system that achieves both horizontal and vertical fit (Nigam & Zhang, 2011). Horizontal fit refers to the internal consistency of the organisation's HR policies or practices, and vertical fit refers to the resemblance of the HR system with other organisational characteristics, such as organisational strategies. According to Bahuguna et al. (2009) configuration approach is an extension of contingent approach of integration and association of government policies with the consideration of organisational strategy.

High performance work system: High performance work system (HPWS) has been in existence since 1990s to enable organisations to transition their performance production from the traditional to a modern approach concept that improve competitive advantage among employees to increase organisational performance. Resource-based review has been regarded as some of the theories that interlinks the policy of High-performance work system. It clearly articulates that, a resource, to be a source of competitive advantage that add value through an inimitable and non-substitutable manner. The policy of high-performance work system in the government ministries are perceived as a driver of better result in organisation. As a government policy it encompasses organisational practices. High performance work system explains remuneration incentives, employee skill development through training, and employee empowerment through involvement in the decision-making process (Applebaum et al., 2000).

The performance variable mentioned above is designed to increase employees' level of commitment to the organisation. Notwithstanding, high performance work policy always improve both employee and organisation performance. Wilkinson and Lesgourgues (2014) simply summarises the argument on HPWS is that, mutually reinforcing systems of practice deliver performance gains to organisation exceed those that would result from sum of individual components. A number of researches have been carried out to show the effect of HPWS on performance (Becker & Huselid, 2006; Messersmith et al., 2011) organisations have differed in its implementation (Kaufman et al., 2010). Moreover, there has been the argument that HPWS focuses more on the management point of view but ignores the employee's experience of it (Boselie et al., 2005). As a result of this conclusion a number of scholars have advocated for the need of a balance perspective in HPWS research where by management functionality also reflects the input of the employees (Guest, 2001; Paauwe, 2009; Boxall & Purcell, 2008).

Adoption of result-based management under new public management in the public sector has numerous advantages central to the realisation of improved service delivery in so far as measuring performance is concerned. Prioritising performance management in order to deliver results is without doubt arisen from the main assumption behind it. This can be in turn seen in its capacity, both touted and realised, to create a convergence point for members of an institution on a similar objective, and rally them towards its realisation. NPM efforts as part and parcel of result-based management practices are as a result underpinned by the supposition that a harmonised vision is key to not only instilling faith in those charged with pioneering the pursuit of a common agenda, but also to realising an inclination that favours managerial empowerment, as evident in application of principles of performance management.

Utilising performance data to inform the adoption of appropriate managerial decisions is a well-known approach of assessing the effectiveness of applied efforts. The conviction that performance metrics, or otherwise credible data on organisational performance should guide the decision-making process has guided most deliberations on management of the public sector as well as not-for-profit agencies in developing and developed countries since the beginning of the 90's decade. "Performance measurement" as a reference term has acquired greater priority since then owing to the sustained focus on measuring outcomes quantitatively. The attention of managers within the public sector, those charged with carrying out oversight roles, and the public in general on measuring and reporting the value (Sulle, 2011).

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services undertaken by the state departments and the government ministries. Furthermore, parameters like infrastructure investment on mega projects which has much impact to the public such as healthcare, education, energy, agriculture as well as trade are mainly government obligation. (Budhwar & Boyne, 2014).

According to Janićijević et al. (2015), government policies has positive and negative effects towards result-based management and therefore, performance contracting process. Monetary and fiscal policies are employed in the government policies to change the policies. Changes in the government policies have an adverse effect to performance contracting due to foreign direct investment (FDI). FDI influence the management such that it provides an implicit catastrophe to the finance of the public sector. Several government valuations challenges have employed the performance contracting and result-based management to claim the derivative approach of monitoring and reporting (Heckscher, 2018).

Government regulations and influence in human resource practices in the public sector can be distinguished based on economic and social motives and public interest which ensures that there are strategic measures in place that enhances resource availability to strengthen a result- based development. Government policies address major significant challenges encountered during capacity building and training processes. These policies are always aimed to top management as a way of dealing with wage labourers and personnel in key areas like employees' relations, works related to education and work that includes apprenticeship, master proofs, content training as well as reward and social security as a way of improving performance contracting and result-based management.

Rasappan (2018) argues that government supports most of policies that aim at attaining performance among the workforce in the public sector through creating comprehensive reforms required in employee management in the government ministries in a driven

direction that attract, retain develop and utilise competent workforce. Regarding setting policies and priorities, government considers external pressures that have conceptualised performance contracting that is oriented at formulating policies, monitoring and implementing programs, mobilising resources needed to implement plans, transforming policies into programs as well as strengthening government ministries and other infrastructure. Government policies are always incorporated with social cultural factors in coagulating performance contracting practices like changing plans respecting ethnic knowledge systems, use of influential leaders, incorporating community policing and anticipating innovation outcome through ensuring that employees in the government ministries have adequate and necessary and outstanding skills and qualities that promote performance contracting.

Nevertheless, government policies have much shifts from focusing on activities and input and increase most of its reliability on outcomes and output with much reliance on quantification. These shifts result-based management to focus on strategic planning, monitoring and reporting, performance measurement as well as improving decision making policies, causing government ministries to experience difficulties in changing various policies that influence the scope and nature of the public sector (Mehmood et al., 2017). These weakens public accountability, causing ministries to lack a compensation and career management system that reward employees. Generally, based on the negative perspective of government policies, it is believed that government ministries consider politics and conflict balancing as core elements national interest.

Key and significant source of motivation among the stakeholders implementing result-based and performance contracting practices in the government ministries is political goodwill. Employees in the public sector feel motivated while undertaking projects in the ministries regardless of circumstances. Mehmood et al. (2017) argue that government

support through setting policies and initiatives contributes to significant success. In addition, project initiatives like result-based management processes are always implemented through public authorities resulting to swift result on initiative projects. According to them, reward and reprimand towards management of the government ministries plays a vital role in achieving set objectives.

These enables employees feel that they are quite accountable to the top management's government ministries in matters related to the implementation of result-based management initiatives. Government authorities have developed measures that minimises laxity through performance appraisals and key performance indicators (KPIs) as a way of attaining goals set to improve result-based management and performance contracting. Findings from Mehmood et al. (2017) about performance contracting and result-based management practices in the Kenya government ministries revealed that rewarding employees and reprimanding to the top management promotes change and adopt polices implemented to accomplish the general project goals. Similarly, findings from the study indicates that government authorities set there are significant association between governing authority and the implementation agency initiatives (Mathews, 2018).

Resource allocation has also been pointed as one of the significant factors on the successful completion of activities in the government ministries. In this case, government has set evaluation programs such as result-based management which require intensive resource allocation. Factors like follow up activities have been initiated by government ministries and public implementation agencies as a way of bridging gap between employee's performance and ministries strategic objectives. Follow up activities maintains the flexibility of decision making, promotes an adaptive management approach and embrace feedback from targeted beneficiaries (Mathews, 2018).

2.5.2 Training

Employees and managers need to be able and motivated to use the result-based personnel management system effectively. Training helps accomplish both of these objectives. There are a number of training formats that can be used for result-based personnel management. Classroom training, job aides or web-based training can be used, each of which has advantages and disadvantages (Dooren et al., 2015). The training format that should be used depends on how experienced rates are in conducting result-based personnel management and what resources the organisation is willing to devote to training.

Training is a planned effort by an organisation to facilitate learning in behaviours related to a job. Investment in training and development is important to the organisations and employees' long-term success. For human resource development, training programs can build relevant skills in areas such as strategic management, financial management, business development, and marketing. Training increases the level of knowledge, individual performance, and consequently organisational performance. Firms with higher percentage of trained employees are likely to perceive training to be useful and the occurrence of human resources management practices that either encourages employees to undertake training (Janićijević et al., 2015).

Training plays a pivotal role of enhancing cross-functional research and development (R&D) cooperation; even over-training can be positive and can improve employee learning. In the context of project management, it is important that managers receive training to develop interpersonal and technical skills, which usually increases the motivation of project teams. Improper formal training to employees is one of the top priority barriers that affect effective implementation of risk management in project (Abdullah et al., 2011).

Considering the dynamic society, training has been an interesting activity that majority of organisations are committing resources as a way of retaining knowledgeable and available workforce, thus play a vital role in achieving organisational goals by incorporating organisations interest and workforce. In essence, it is quite an essential strategic tool for organisational performance. According to Dooren et al. (2015), training for employees cannot be overlooked. Government ministries must identify training needs for its employees and design a training program that can help the workforce towards actualising the objective of an organisation. Therefore, Dooren et al. (2015) argue that Training in an organisation is a systematic process of understanding an arrangement of planned behaviour. Still regarded as an application of knowledge, it creates an awareness among employees on the regulations and procedures to maintain their behaviours.

However, to improve job performance in the organisation in specific technical tasks, training can be defined as organised procedure by which specific employees learn knowledge and skills for a certain purpose. Training being an important factor in the business world, effectiveness and efficiency have been pointed out as key important aspect training. There exist various training techniques available to human resource (HR) professionals to enhance learning and achieve the public sector's objective of performance contracting that would influence result-based management practices. Organisations are dependent on HR professionals to identify and train to skill gaps, work traits, knowledge and behaviours in order to be successful and competitive in both a domestic and global work place. Training professionals have to be mindful of the ever-changing landscape within each organisation and make adjustment to training accordingly. Competency models, case-based decision-making and systems thinking are three human resource development methods that will be discussed (Topknot, 2012).

Competency models are described as to what type of capabilities or traits an individual

must have in order to successfully complete their task or gain a competitive advantage in their respective organisation (Dubois & Rothwell, 2016). Organisational, functional, job, and leadership are four types of competency models used and each one is utilised to identify knowledge skills and attitude required for successful performance within an organisation. Each competency model identifies anywhere from one to five traits or behaviours that each employee is required to achieve.

For instance, generic competencies are traits that are common for all employees and specific competencies identify differences in various human resource roles (Dubois & Rothwell, 2016). Case based decision-making which is also referred to as case-based reasoning is a method used to train individuals in an organisation through the study or the review of past problems or solutions in order to solve new problems. Decision making by re-using past cases is a powerful behaviour that is often applied for every day problem solving (Dubois & Rothwell, 2016). System thinking is another method utilised for analysing how a system works as a whole rather than a collection of parts. System thinking explores how a system works and develops a range of choices or actions for problem solving. This method requires a person to view a situation more fully and recognise that there may be multiple interventions to a problem (Dubois & Rothwell, 2016).

Many a time, Kenya's public sector have expressed the need and want to expand and develop its ministries to enhance performance contracting and result-based management. In essence, competencies utilised within organisation in the past are difficult to translate to the competencies required for a global organisation. In a global organisation, there are vast differences in laws, cultures and language barriers. These challenges would be required to address and would differ from the competencies that are traditionally used. Additionally, competencies of the past are more set on traditional western ways of

business and these can be very different from how other countries conduct their business. It would be beneficial for an organisation to send people out to work on projects in other countries to identify competencies that would be required for an organisation to be successful on a global scale (Ahmad & Din 2009).

Organisations exhaust a lot of time and money in developing training for an organisation in order for them to be effective in their jobs or tasks. Traditional training is a broad-based training and does not drill down to specifics as it is done in competency models. Competency based training utilises a lot of time and resources. Traditional based training is ideal when an organisation has limited time and resources, shelf-life training will be short, target population is small, and work does not have a strategic impact to the organisation (Dubois & Rothwell, 2014). Competency based training is more specific and is used when the job or training have a significant strategic impact; large target population resources are available to develop a quality competency model (Dubois & Rothwell, 2014).

There are several training models that are used to enhance training within an organisation. Probably the most widely used model is class room/instructor led training. Classroom training works well however, on a global stage, there are language and cultural challenges. E-learning is another model that can be used. It may be beneficial on a global scale because it can be tailored to accommodate many languages and cultural differences. It is important for HR professional to identify and utilise technology to assist in training and development of their organisation (Ahmad & Din, 2009).

Training is a critical aspect of an organisation. Employees at different levels of service in the company must undergo rigorous training to enable them to achieve the goals of an organisation. Additionally, this means that the training should target specific skills to facilitate an organisation's development goals. The members of staff at all levels should

undergo training. It is necessary to conduct a needs assessment to understand where gaps may exist in the company, which can help the leaders of the company to tailor the training process towards filling the identified gaps. To train new employees, a need assessment of the new employees should focus on employee behaviour, competency regarding academic qualifications, and social characteristics. This implies the ability of an employee to make new relationships and create business relationships with new clients. The needs assessment also entails determining the desired business outcomes. As a result, it becomes easier to link the desired business outcomes to the behaviour of individuals (Sundstrom et al., 2016).

Needs assessment for the experienced workers should involve the evaluation of competencies, determining the performance gaps, and determining the employee behaviour by reviewing his or her professional history. Further, this can help the recruiters to determine the weaknesses of the employees that are causing the performance gaps identified. Additionally, the training process should be able to link the employee behaviours to the desired business outcomes. It is evident that employee behaviours can affect the performance of the employee in any position. The training content should involve the solutions to address the existing gaps in the company's workforce. This means that the training process should involve improvement of knowledge among workers regarding some of the mistakes they previously made at their workplaces. The recruiters should enable workers to understand the best ways through which they can address the challenges that limit their performances in the workplace. External trainers should train experienced workers to expose them to new skills (Sung & Choi, 2014).

There are various reasons for addressing the need for training employees. At the same time, there are various ways that managers can implement the training programs. When a company's performance appraisal shows the need for improvement, it is the high time for

managers to train their employees on new strategies. This could be done through benchmarking where managers compare their performance to that of its competition and establish the objectives of the training program. Piloting on various topics such as computer skills, communication, customer service, ethics, human relations and quality initiatives are among the ways that managers can implement training programs. Still, hiring experts on various areas of concern is important as it facilitates the training process (Konopaske et al., 2005). The needs assessment during training of managerial staff should focus on the evaluation of competencies, ethical concerns regarding their way of leadership, and the performance gaps in their previous assignments both locally and possibly in the international markets. Ideally, this can help the recruiters to understand the weaknesses and strengths of the managerial staff members and develop solutions that can well address the noted concerns regarding their conduct and skills (Konopaske et al., 2005).

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The training content should entail interviewing individual managers to ascertain the varied weaknesses trainable competencies. The external trainers should perform the work to expose managers to new managerial skills expected. The external trainers should also help the managerial staff to focus on skills and how to nurture their team members systematically to attain the desired level of experience in their respective assignments. Training are necessary for any organisation due to the influence it can have on the performance of employees. The training should target the different levels of employees to enable uniform growth in the company. The training process should also involve both

the company's workers and the external trainers to enhance the diversity of skills and emphasise skills that are essential within the organisation. The setting of the training should be both a blended setting including classroom and intranet to improve efficiency and skill development (Konopaske et al., 2005).

The Kenya government ministries have adopted various methods of training among their employees to enhance performance in various key areas to ensure there is effective result-based management. In addition, it has even leveraged in applying technology concept in more complex areas within government ministries. These have been accomplished through encouraging employees in the government ministries to participate in the delivery option of the designed training programme. Government ministries have always classified these training programs through various dimensions and approaches based on study areas through mentoring, lectures, job rotation, induction, empowerment and coaching and as observed herein: *job rotation*; in this training program, employees are always moved from ministry to ministry as a method of broadening the business activities as well as test the abilities.

Kaur (2020) argues that job rotation and relegation of duties from every department creates a coordinated program that strengthens systematic activities of the organisation. Key significance of job rotation is mainly to increase job experience which later on becomes an added advantage and responsibilities among employees. In essence, job rotation therefore acts as a breakdown of departmental provincialism that injects new concepts of major departments within the public sector. In this case, job rotation is always classified into four types namely high, low, vertical and horizontal and promotion. *Induction*; induction is one of common and fundamental training program among most organisation. Being the most logical and most vital step in the process of human resource management, the training always involves touring government offices, amenities,

corporate and government institutions like the Kenya school of Government to ensure employees are familiarised with the working culture before the commencement of employment with the public sector. The basis of induction is to ensure employees are aligned with what government ministries requires. These not only reduce risks of breaching protocols but also enables employees to have an effective response new roles and responsibilities.

As argued by Bibi et al. (2018), main induction's objective is always to transition new employees in to a new working environment which effectively enable them to easily respond to their duties and responsibilities. In addition, induction shapes up the work-related attitude that strengthens the commitment of organisation. These comes in a form of training that is often undertaken with experienced supervisors and specialised workforce. Inductions always vary based on roles, program activity being implemented and status of the new workforce. These always improve job enrichment and positive attitude among employees which conform the working culture of the public sector that would result to higher productivity and commitment. *Empowerment*; employee's empowerment is vital as a way of enabling employees to be in a better position of making viable decisions as well as quickly respond to the dynamics of the workplace surroundings. A committed organisation that highly focus on workforce empowerment and motivation improves performance and increase result-based management. These makes employees to confidently increase their level of self-determination and participation on the performance contracting.

Empowerment have been in the existence from Mary Parker Follet concepts of management which mainly distinguishes power-over and power-with. Mary later on proposes the integrating both power-with and lessening power-over as a human labour relation to employee's empowerment (Bibi et al., 2018). Nevertheless, Salum et al.

(2018) argues that empowerment is a state of mind. Hence, employees with empowered mind-set experience, control jobs to be performed, awareness of the context on how jobs are performed, and accountability for the organisational performance as well as equity during employee reward based on collective and individual performance. Empowerment can also be regarded as an enabling process that aims at boosting decision making through both psychological and situational approaches. In this case, decision making is regarded as a management approach which regard empowerment as a psychological cognition that enhances fundamental motivation.

Coaching; Coaching has always been acknowledged as an intervention that focuses at improving performance and relevant competence. Considered as an organisational practice, coaching improves individuals' performance that ultimately improves performance contracting in key public sectors. Coaching has always been conducted through facilitating and encouraging employee's workforce with skill development necessary skills in the job. Government ministries organise coaching programs based on the requirement. Whereby coaching are always aligned with performance improvement required for certain employees that focuses on performance improvement. Coaching might also be considered as a support for employees facing work challenges. These enables them to gain self-propelling force that empowers employees to make their independent decisions for an optimal solution to work challenges. Finding from Salum et al. (2018) also reveal that coaching provides value of wider experience as well as independent approach of maintaining confidentiality and new knowledge and ideas. They observed that training and development is a practice used to improve organisational efficiency remark on result-based management. Therefore, the public sector and government ministries in Kenya tend to recognise the potential and need to training program. However, training and development is vital in minimising the possibilities of

potential knowledge and skills among employees and measuring performance.

El-Ghalayini (2017) observes that most top management always regard training as cost effective, which can prejudice business operations, thus emphasising that training should be for the junior. This is not the case; training do not limit ability within minds. Training connects the organisational goals and strategies required to fulfil the needs of the working environment. Nevertheless, training significantly relate the work and life of the employees as playing critical role in every organization through employee's inclusivity.

Findings from El-Ghalayini (2017) on the examination of the impact of training among employee's performance in the public sectors results to functional competence in understanding human resource practices, strategies and operations. Also, training would enable employees to understand the strategy and context of how government processes interrelate in making societal changes, social values, politics changes in global and technological issues. The ability to influence employees based on understanding their motivation and creating reflective skills are regarded as contributors of training. Training in the performance of employees is inevitable. The top management need to engage in training and development as a way of sustaining organisational performance in competitive business environment.

Training is a strategic tool for strengthening employee's performance in organisation (El-Ghalayini, 2017). Therefore, most government ministries spend much resources on the practices to increase competitive advantage. El-Ghalayini (2017) argued that effective training hastens the culture of quality in performance and result-based management. These not only foster employees' creativity and initiatives, but also helps in strengthening the manpower that may arise as a result of inability to adopt to change in technologies, attitude as well as age. New employees in the public sector always encounter challenges of job growth due to inadequate training and development.

Therefore, training enables employees to rise within the government ministries and improve their market value, earning promotions as well as job security.

Government ministries gain undeniable outcome from training and development. First advantages come as a result of improved service delivery and productivity. Productivity increase as performance of workers because of initiated training programs. Therefore, training uplifts the work performance by bringing up generative employees with adequate capability of creative thinking and innovativeness.

El-Ghalayini (2017) further observed that training bring a transformational change to the public sector though strengthening capabilities in terms of competence. Performance contracting is vital in supporting the advancement of employees. However, training is a leveraging factor of most human assets that later on creates a sensation of loyalty among employees. Investing in training of employee's skills yields positive result to the organisation. When government ministries invest in improving skills and knowledge of its employees, the return on investment are quite productive. The program of training always focusses on both team and individual performance that are linked to the core business. Knowledge sharing is always vital in reducing tendency on employees as well as the cultural perspective of the top management's responsibility. Knowledge management comes as a result of training where sharing of wisdom and understanding specialisation is always accumulated in the organisation on operations and techniques. Sahoo et al. (2017) highly acknowledged training always improve employee's efficiency for organisational development. They further observed that knowledge management through training program imitative facilitates the flow and sharing of information to improve the efficiency for organisational development.

The main object of training programs is always to build a qualified, competent and string personnel in the public sector. Therefore, the core of any organisation is always human

capital; any strength and weakness on its capital is always reflected based on the general performance of the organisation. Improving the public service and quality of service delivery is strictly contingent on the effectiveness of training program provided by employees (Sahoo et al., 2017).

There are reflective key theories that clearly justify the importance of training as a way of establishment in the public sector. Firstly, social learning theory enables employees to acquire new skills and knowledge through observation from their colleagues whom the organisation believes in their credibility and more knowledgeable. In this case, social learning theory posited that training can be easily be influenced by persons' self-efficacy and the ability to understand new skills. Similarly, reinforcement theory regards training as a strategic tool for enhancing performance that can be vital in promoting employees for outstanding performance, creativity and innovation. Furthermore, Government ministries can gain competitive advantage through retaining and attracting competent human resource through recognising appropriate training as a way of improving their capacity for optimal performance.

2.5.3 Top Management Commitment

Top management commitment contributes to the establishment of quality in an organisation through result-based management and performance contracting. Top management commitment incorporates activities like communicating the activities and value of an organisation, strengthening quality through meeting with both workforce and stakeholders by giving formal and informal recognition as well as undertaking the managerial trainings on behalf of organisation (Tzempelikos, 2015). Top managers have the obligation of facilitating the achievement of performance contracting through the achievement of the mission and vision required for the long-term success via appropriate actions and endeavour. Besides, creating an environment in which performance can be

rewarded is another responsibility of top management (Zidane et al., 2016).

Employee involvement refers to the level of participation by members in an organisation's decision-making process. It also refers to the sense of responsibility and commitment thereby engendered (Gautam & Raj, 2018). Employee involvement entails building human capacity, ownership and responsibility. This is one of organisational factors that is very necessary as it leads to united vision, values and purpose. Employee involvement is also called participative management and it refers to the degree to which employees share information, knowledge, rewards, and power throughout the organisation. Langenwaller (2019) argued that when there is involvement, employees have some level of authority in making decisions that were not previously within their mandate hence making it possible for the achievement of the set performance targets of the organisation. The higher the level of involvement, the more power people tend to have over the decision, process and outcomes. Along with sharing power, employee involvement requires sharing information and knowledge, because employees require more knowledge to make a meaningful contribution to the decision process (Gautam & Raj, 2018). Employee participation has become an important part of corporate decision-making because it is an integral component of knowledge management (Langenwaller, 2019). This implies that corporate leaders are realising that employee knowledge is a critical resource for competitive advantage and as such, they are encouraging employees to share this knowledge.

Different forms of employee involvement exist in organisations. Formal participation occurs in organisations that have established structures and formal expectations that support this form of participation. Informal participation occurs where casual or undocumented activities take place at management discretion. Employee involvement can also be voluntary or statutory. Statutory where they have been involved in signing

contracts with the management which they have to finally accomplish by the end of a particular timeframe while on the other hand, it is voluntary when employees participate without any force or law (Langenwalter, 2019).

Employee participation can also be direct or indirect. Direct participation occurs when employees personally influence the decision process. Representative participation occurs when employees are represented by peers (Gautam & Raj, 2018). Different levels of employee involvement exist. Levels of employee involvement reflect both the degree of power over the decision and the number of decision steps over which employees can apply that power. The lowest level of involvement is selective consultation, in which employees are individually asked for specific information or opinions about one or two aspects of the decision (Gautam & Raj, 2018).

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employees are individually asked for specific information or opinions about one or two aspects of the decision (Gautam & Raj, 2018).

Result-based management refers to a sequence of obligations that should be accomplished to achieve a particular result. The main diversity between result-based management and usual daily activities is that projects are temporary and they have an exact starting time and the end. This is contrary to daily activities since they are repetitive in life and can never be exhausted. Depending on project complexity, it can be handled by single or numerous individuals. Complex project call for teamwork that involves the commitment of top management (Latif & Vang, 2021).

Commitment of top management plays a vital role in the project processes. Its support is essential for the success of the project. Lack of commitment in top management has adverse impacts that might result in collapsing of the entire project. Top managers execute various obligations in a project such as setting standardised policies that govern the running of the project. This includes handling problems that may arise in the course of the project. Projects run through the utilisation of relevant resources. Committed top management ensures proper allocation and distribution of needed resources to all departments of the project. What is needed by a particular may not be useful in another department. For instance, a shovel may not be necessary for the mechanical department.

In certain level of the project, some adjustments might be necessary to meet the needs of the client. Top managers play the role of mentorship and explanation of what is expected. Some projects like IT might have unique problems that require the attention of the top management (Buvik & Tvedt, 2017). Such problems might include the need for specific computer software to finish the project (Daoud et al., 2021). For instance, software for photo editing. This would also attract the need. In the implementation process of strategic plan, the management at the top level has two major aspects that is to

give leadership and provide the resources required in the entire process (Burney, 1991). Successful execution of strategic plan, management should monitor the execution progress and offer a clear direction of the project. Management should be willing to change and accept the fact that, the exercise involves learning at all levels including themselves (Okioga, 2012). The employees and the organisation, managers must learn to facilitate the introduction of changes into the workplace (Burney, 1991).

Al-Mashari et al. (2003) assert that, effective implementation of strategic plan requires establishing core competencies among which is the use of strategies for change management to promote the infusion of strategic plan in the work place; where communication can be used as a major strategy in changing the attitude of the potential users. The execution process needs support from top management throughout, where their approval is needed to align with strategic business goals (Summer, 1999). Therefore, tying management bonuses to project success is of great importance. Also, there is need for commitment from senior management to show own willingness and involvement to allocate valuable resources to the execution effort (Al-Mashari et al, 2003). This requires allocating the necessary people for the execution and giving suitable amount of time accomplish the task. Thompson and Strickland (2017) observed that strategic leadership keeps organisations innovative and responsive by taking special plans to foster, nourish and support people who are willing to champion new ideas, new products, and product applications.

Griffins (2015) identified leadership in an organisation as one of the main factors influencing strategy implementation by providing a clear direction, up to date communications, motivating staff and setting up culture and values that drives organisations to better performance. Van Mass (2018) identified leadership as an important variable affecting organisation performance. Consequently, strategy

implementation and superior performance requires a leader who drives the implementation effort successfully by motivating employees, by providing the overall direction for the implementation effort, by creating strategic vision and communicating that vision to organisational members, by actively leading the implementation effort as an example or a role model, by radiating and building confidence of the organisational members implementing the strategy, by taking decisive stand when confronted with problems of resistance to change or when they are forced to take tough decisions during implementation effort and by maintaining integrity, honesty and making just decisions during the strategy implementation effort.

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Heracleous (2017) identified various roles played by leaders during strategy implementation process and classified them as a commander (a leader who attempts to

formulate an optimum strategy), an architect (a leader who tries to design the best way to implement a given strategy), a coordinator (a leader who attempts to involve other managers to get committed to a given strategy), a coach (a leader who attempts to involve everybody in the strategy implementation efforts) and a premise-setter (a leader who encourages other managers to come forward as champions of sound strategies).

Successful strategic implementation relies on knowledgeable employees, operational internal structural organisation, resources strength and allocation, and prevailing market conditions (Kosar, 2017). Most people understand that strategic growth and strategic execution commences at the highest level of the organisation. This is evidenced in recent research by Bagire and Namada (2015) who claimed and got support for the element that the implementation of strategy by firms originated from the fact that the executive management teams set goals, and worked towards ensuring that the set goals and objectives are accomplished. Work plans are then drawn and setting in motion the actions needed to ensure that the goals would be achieved.

One major step is to delegate part of the implementation responsibilities to middle (and lower) managers. In fact, those managers have the most responsibility for meeting the goals established in the implementation of the strategy. To meet the goals, these managers will have to garner and shape the resources needed to implement the plan. Unsuccessful implementation results from failure of the administration to understand the plan and vision of the company in addition to the lack of attention and positive influence on the on people. Jooste and Fourie (2009) noted that managerial competency is critical to successful strategic implementation. According to Henry Fayol (2018), management is the coordination of all resources through the process of planning, organising, directing, controlling, and coordinating.

Managers have the most responsibility for meeting the goals established in the implementation of the strategy. To meet the goals, these managers will have to garner and shape the resources needed to implement the strategy. Management plays a vital role in guiding the organisation through the process of strategic implementation. According to Kirui (2017) management not only develops the necessary strategies but also guides their organisations towards implementation of the strategy by ensuring the required human and financial resources are available and develop a strategic implementation schedule to guide the process used as a control mechanism during implementation. The top management is responsible for planning the strategic implementation process. The level of managerial competence at the management of any organisation has a direct influence as to whether a strategy will be successfully or unsuccessfully implemented (Jebukosia, 2020).

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Hamid (2008) carried out a study on the factors affecting implementation of strategic plans in commercial banks in Tehran Iran. The study focused on leadership, organisational structure, human resources, information systems and technology. The study concluded that top management leadership affects implementation of strategic plans of an organisation. Maiche and Oloko (2016) carried out a study on the factors affecting 25 implementations of strategic plans in Co-operative Societies in Turkana County in Kenya. They examined the effect of top leadership commitment, availability of resources, level of risks and monitoring and evaluation on implementation of strategic plans in Co-operatives Societies. The study concludes that top leadership commitment affects implementation of strategic plans. Top leadership commitment and support factors include: delegation of duties; establishment of staff training programmes; adherence to Co-operative policies, guidelines and governance; prioritisation of activities in the strategic plan; maintaining membership consensus on strategic decisions; decision making process; competences of board and senior executives; communication of strategic changes; involving lower-level managers in the formulation and implementation of strategic plans; gaining employees “buy-in of board’s ideas on the implementation of strategic plan.

Gebhardt and Eagles (2017) evaluated those factors leading to implementation of strategy plans for parks and recreation in the province of Ontario, Canada. The study revealed the factors required for successful implementation and those that were obstacles to implementation. The implementation of performance contracting process and the human implementation factors that were important to successful implementation of the strategic plan included, staff understanding the rationale behind the plan and having a commitment to the plan, consulting both public and general interest groups. Having key policy leaders lobbying on behalf of the plan and the staff agreeing with recommendations were also

identified as being key to successful implementation of strategic plan. The researchers listed the main obstacles to implementation as; lack of resources and staff having negative feelings towards the plan. Other obstacles listed included lack of staff involvement and high staff turnover.

Wairimu (2016) examined the factors influencing the implementation of strategic plans in organisation. The study posits that the most important thing when implementing strategic plan is the top management's commitment to the strategic direction itself. This is undoubtedly a prerequisite for implementation of strategic plans. Therefore, top managers must demonstrate their willingness to give energy and loyalty to the implementation of strategic plan process. Nyandeje (2017) evaluated factors influencing implementation of strategic plans in public secondary schools in Homa Bay County in Kenya. The study focused on the influence of communication, resource allocation and organisational structure on implementation of strategic plans in secondary schools. The study concluded that school leadership can effectively influence implementation of strategic plans in secondary schools when they are exposed to effective training and development.

Omboi (2011) examined factors affecting the implementation of strategic plans in government tertiary institutions. The study focused on top management, resource allocation and institutional policies. The study concludes that the weak influence of managerial behaviour was guided more by the strategic thinking of the management. However, the low influence of managerial actions in allocation of resources had a great influence on implementation of strategic plans as this was more of institutional leadership decisions which would wish to be seen to be supportive. The influences of reward management are found to be relatively weak as it was more of the intrinsic motivation of the teacher's professional ethics than extrinsic motivation through tangible

reward by Management. Institutional policies have been revealed to be relatively weak in influencing strategy implementation because of low awareness and infrequent use of the service charter which is a critical 'barometer' of strategy implementation effectiveness and efficiency.

Deliberations relating to the strategy and its employment in an ordinary way manner have to apprehend the purpose portrayed in this procedure by the planners who decide as per their expertise and character (as well as the risk tendency) or fundamental and moral standards (Bagire & Namada, 2015). This considers the choosing of the idea of development of the organisation as well as the way it operates. As specified by Adner and Helfat (2003) managers are supposed to have some sort of supernatural ability to recognise sources of competitive advantage, generate the strategy and chase the strategic aims. The strategic implementation procedure alone needs extraordinary capabilities, as it seems to be a much more complex task than the strategy preparation and invention. In the aspect of the conditions that come with this procedure particularly the frequency of exchanging and analysing data and information, it would be meaningful to reflect on a modification of the existing functional approach.

Rajasekar (2014) proposed that an average preparation approach to the strategic implementation program ought to be substituted by the concept of recognition by introducing common values and principles. That could create a foundation for the conclusions about the effective usage of resources. A modification in aptitudes is also a derivation of the fluctuations taking place in the vent of the procedure itself which has currently been subdivided into better long-lasting tasks which are less complex. At this time, it is somewhat obligatory to engage strategic thoughts and consequently to change the purpose of the managers to assume bottom-up method to the process of making decisions (Lorange, 2017). It needs numerous abilities like creation of the suitable

administrational culture and provision of sufficient translation of the plans (Ashforth & Kreiner, 2017). Bergeron et al. (2014) argues that this also combines a talented approach, that is, the capability to apply skills, knowledge and expertise which regulate the chances of accomplishing the goals. Successful employment of the need's sufficient adaptations of the abilities which the organisation has, that applies particularly to fundamental issues such as the collective experience and knowledge of managers and properly functioning decision-making mechanism.

According to Haakonsson et al. (2017), this is also impacted on by the administration style and the capability to apprehend and analyse information, which associates with the kind of plan that is strategically implemented in an indirect manner. Consequently, the key purpose of the administrators, including the thorough establishment, the assessment of the uprising opportunities, for creation of a competitive benefit as well as the analysis on proper decision making is emphasised (Mutunga, 2017). Therefore, the managers take the executive role by involving themselves in the implementation activities (Bagire & Namada, 2015). As stated by Haakonsson (2017) effective decisions will be made when the executive members of the administration have exemplary skills, and expertise. A lot of authors put emphasis on the fact that the perceptions leadership team should get consideration (Winnik & Ombui, 2017). Cherop (2017) highlighted the essentiality to examine their effect on the activities prior and those following the real procedure followed 28 when making the basic strategic decisions. The middle-class managers are literally called the agents of deviations, that is, the people who make use both of interior and exterior social relations for sustenance of the strategic deviations (Kariuki, 2017).

Haakonsson (2017) contend that management remains to be the focus of contemplation for a long time, customarily because of its interdependency nature with administrative presentation. However, it inspires enthusiasm and obligation, inspiring productivity and

performance. Multiple styles and modes of administration influence productivity because lack of a dynamic form of leadership can adapt to different challenging environments. Considering the fact that leaders are responsible for pushing their subordinate staff to attain the set goals, it is acknowledged that they play a significant role in shaping and transforming the workforce. Managerial competencies refer to management's ability to provide leadership, control and direct, decision making, planning skills that are necessary for one to be able to guide an organisation towards achievement of outlined objectives.

It is believed that the executive management commences that strategic implementation. This is evidenced in recent research by Banks et al. (2017) who claimed that the executives are responsible for setting goals and implementing ways that will ensure that at the end of the day, they are all achieved. One major step is to delegate part of the implementation responsibilities to middle (and lower) managers. In fact, those managers have the most responsibility for meeting the goals established in the implementation of the strategy. To meet the goals, these managers will have to garner and shape the resources needed to implement the strategy. Management plays a vital role in guiding the organisation through the process of strategic implementation.

According to Kirui (2017) management not only develops the necessary strategies but also guides their organisations towards implementation of the strategy by ensuring the required human and financial resources are available, and develop a strategic implementation schedule to guide the process used as a control mechanism during implementation. The top management is responsible for planning the strategic implementation process. The level of managerial competence at the management of any organisation has a direct influence as to whether a strategy will be successfully or unsuccessfully implemented (Eisenhardt & Martin, 2000).

Kiplagat (2017) observed that knowledge resources, material wealth, and coordination

ability are key to successful Implementation Strategic Plans. Jebukosia (2020) on a study of challenges of Implementation of Strategic Plans at Action Aid Kenya found out that resources can be a real challenge to Implementation of Strategic Plans. Their use as a “strategic weapon” to gain competitive advantage is essential together with adequate allocation of material resources to facilitate successful implementation. Action Aid had an ambitious plan, yet it was not possible to implement strategies which require more resources than could be made available. The researcher noted that too little resources stifled the ability to carry out the strategic plan to the fullest.

A moderate level of employee involvement entails when employees are more fully consulted either individually or in-group. They are told about the problem and offer their diagnosis and recommendations, but the final decision is still beyond their control. Employees reduce cost through recommendations to senior executives (Gautam & Raj, 2018). The highest level of involvement occurs when employees have complete power over the decision process. They discover and define problems, identify solutions, choose best option, and monitor the result of their decisions (e.g. in performance contracting decisions) (Gautam & Raj, 2018).

2.5.4 Job Satisfaction

Job satisfaction as organisational factor consists of employee cognitive, evaluative and reaction to their employment. Job satisfaction as one of the organisational influence is a complex aspect because of the performance rating of employee’s on a regular performance evaluation (Abdullah et al., 2011). Job satisfaction is widely considered to be emphasising on information based on the various aspects of employee’s duties and valences. According to Janićijević et al. (2015), valence is a value. For instance, the significance of job compensable factor indicating to which extent the aspect can satisfy employees. Most employees are satisfied with the occupation based on the value of the

job. It is a fact that job satisfaction is an employee's construct because it is an attitude of an individual based on personal experience. These separates job satisfaction from the organisational environment that represents the average collective employee's attitude towards working in the organisation (Janićijević et al., 2015). Job satisfaction in an organisation is always performed and evaluated at the individual level.

Job satisfaction approach has been relatively and less proven on the effects of performance of employees (Mwangi et al., 2017). There are no justifiable facts about the link between endeavour and job satisfaction. However, the primary motive of evaluating job satisfaction remains an impact on productivity. There are several factors that influence job satisfaction at both individual and organisational level. At organisational level, job characteristics, leadership style, co-workers, opportunities in promotion, compensation system and working condition has been noted as the major factors. At individual level, personal interest, year of service, age and general life satisfaction are among the elements that shape the work environment (Abdullah et al., 2011).

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Job satisfaction is a significant factor of any accomplishment of an organisation. Most of the organisations consider certain initiatives to satisfy their employees as a way to make them perform their effective roles through commitment. Therefore, job satisfaction can be clearly understood as a difference between the levels of employee's reward and how they should receive the rewards. Echchakoui and Naji (2013) regard motivation factors while evaluating job satisfaction. In this case, motivation factors always encompass responsibility, advancement, growth, achievement recognition as well as work and growth that results to satisfaction. In addition, factors like policy, administration, supervision, relationship with subordinates and peers, salary, work conditions, security, personal life and status are always critical guidelines during job satisfaction. Most important aspect of every public sector in job satisfaction among employees is the positive relationship in goal achievement and rewards. Job satisfaction is always set based on employee's sensation and emotion which describes people on their jobs in different aspects.

Echchakoui and Naji (2013) regards job satisfaction as a significant subject in every organisation among employees due to motivation. In essence it is always a set of favourable sensation and emotion with which employees view their tasks. Different scholars have substantive understanding of job satisfaction based on their writing. The Harvard professional group (2015) regards job satisfaction as condition that results to income, recognition achievements of goal fulfilment as well as promotion. On the other hand, Amin (2021) defines job satisfaction as an attitude that results from balancing the connection of experience with the task. Lu et al. (2005) views job satisfaction as a blend of likable and unlikable moods of individual employees on their work routine implying that when employing individuals, at some juncture they encounter desire, anticipation, and wants on a job. This on the other hand signifies the relevance of a job to which optimism are aligned with benefits and rewards.

It is an established fact that most employees in the public sector have a degree of frustration which creates undesirable attitude on the job and later on lowers performance and productivity at the work place. The clear concept of employee performance is always preferably stressed on the aspect of transparency and managerial accountability.

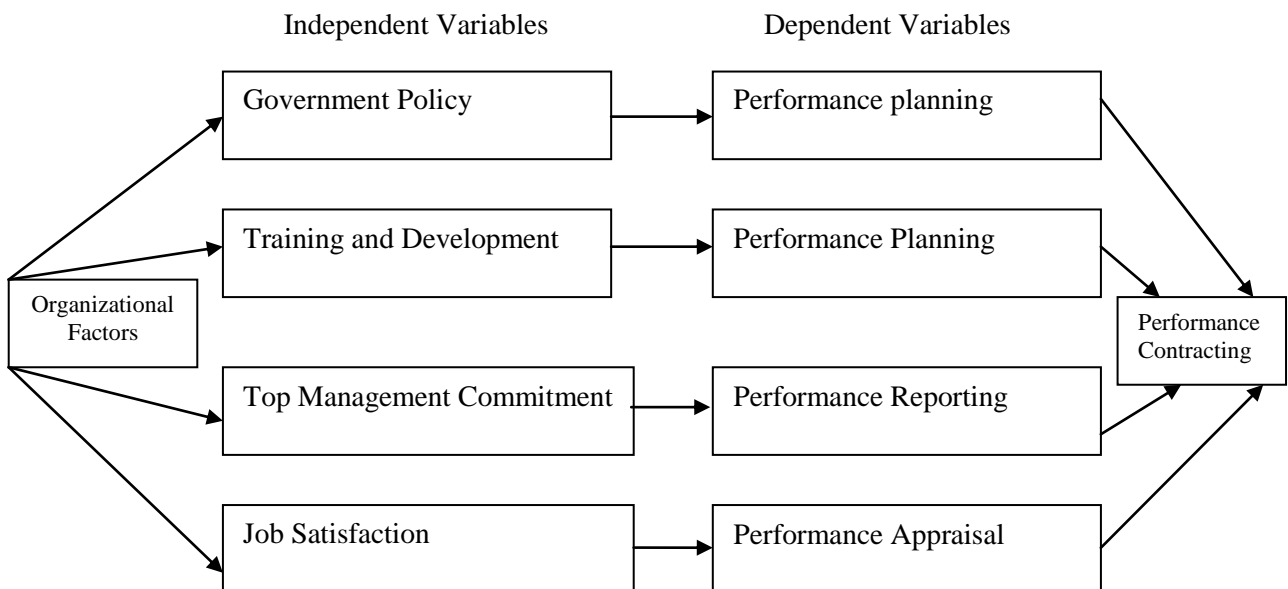
Job Satisfaction translates to success of an organisation. Implementing job satisfaction surveys on employees enables them to be more productive and have the right attitude towards the organisation. There are many types of organisations in the world and they offer different rewards and recognitions to employees hence the need for conducting job satisfaction surveys annually. The intense competition in today's working life puts the continuity of the organisations at risk and the organisations need more performance and productivity in order to maintain continuity in ecology and this causes pressure on the employees of the organisation. If the employees are satisfied in their workplace, then organisation gains more in terms of return on investment.

The world is revolving and competition is very stiff hence the need to have a motivated workforce and employees who are satisfied with the tasks they perform on a daily basis. In modern organisations, the human is an active labour force which can be affected by many factors, sensitive to all kinds of attitudes and behaviours, develops attitude according to an organisation, performs individual performance on demand and always follows alternative organisations. Therefore, if performance and productivity are required within an organisation, it is absolutely necessary for the labour force to be externally motivated. To give the best customer service and give the customer good products there is need to satisfy the employees and create a conducive environment for work. Job satisfaction in the job place always concern for the managers of the organisation.

2.6 Conceptual Framework

Figure 1

Conceptual Framework



Source: Author (2024)

2.7 Research Gaps

This study based its critique on chronological development in the subject of result-based management and performance contracting. Past studies have been undertaken to evaluate and implement performance contracting tools in Kenyan government ministries since it was implemented in 2004. However, based on the review it emerged that as the time evolved; scholars were interested in different perspectives or themes of performance contracting. Considering the existing literature chronologically, it is an established fact that research on performance contracting could be divided into three classifications since its implementation in the entire civil service: 2004- 2006, 2007-2011, and 2012 to date. In the first classification of scholars (2004-2006), much of their findings were based on the impact of performance contracting tool in the public sector. In this finding, majority of the researchers and review in the public sector were based on role of performance contracting in bringing a result-based management practices in the public sector.

In this findings, transparency and accountability emerged as the major concern and achievement. In the second classifications in (2007-2011) studies by Kobia and Mohammed (2006); Obong'o (2009); Muthaura (2007); Prajapati (2009) much focus was diverted to the impact challenges faced during the implementation period. During the same time, the government was interested in understanding the difficulties the public entities were undergoing during implementation. Financial resources and timely release were cited as the main challenge. From 2012, defined as third generation in this study, there has been a paradigm shift as scholars such as (Gakere et al., 2013; Mbua & Ole Sarisar, 2013) are interested in particular entities and whether the tools have achieved the premised results. Researchers are taking views from the employees' point of view such as knowledge on performance contracting, resistance and acceptance.

Related theories on; top management commitment, job satisfaction, and government policy on result-based presented in the conceptualised variables formed the foundation on which implementation of performance contracting process rests. A review of the existing empirical studies noted a gap since studies such as (Shirley, 1998; Shirley et al., 1997, Beardwell & Holden, 1997; Kobia and Mohammed, 2006; Obong'o, 2009; Muthaura, 2007; Prajapati, 2009 Concentrated on the general impact of performance contracting since implementation in the Kenyan government ministries. In this study major discrepancies in the factors influencing implementation of performance contracting based on result-based management in the government ministries. Evaluation reviews conducted by the Government for within 2009-2010 clearly failed in addressing the gap.

This study sought to narrow the gap noted in the literature by studying the implementation of performance contracting process from the organisational point of view. The above studies such as (Kobia & Mohammed, 2006; May, 2005; Mbua & Ole Sarisar, 2013) recommended more studies from this perspective. This research therefore looked at factors such as employee motivation, organisational effectiveness, organisational culture, and government policy and the revealed findings have proved worth. This has played a great role in the bridging the gap noted in the existing body of knowledge.

Performance contracting, performance planning, performance appraisal, performance reporting and organisational factors, particularly government policy, top management commitment, job satisfaction and Training and development theories have been presented. These theories informed the study and formed the foundation on which the study variables were based. Past studies presented were based on the study variables which include; employees' motivation, reward, organisational culture and government

policy. The interactions construed between the variables were displayed in a conceptual framework. The research findings clearly agree with theories in each organisational factors that for any government program to succeed during the implementation, variety of hard and soft resources are prerequisite.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter presents the research methodology adopted for the study. It highlights the research design, its characteristics and why it was preferred over other research designs. It also provides information on the population for the study, some background and key characteristics of the organisation, which was being studied. This chapter also examines the sample and sampling procedure and goes further to provide information on the data collection methods and instruments. Finally, the chapter presents the methods of data analysis used and the statistical tool adopted for analysing the data.

3.2 Research Philosophy

The research adopted the pragmatism paradigm to examine the issues raised in this study. Pragmatism, as a research paradigm, has its philosophical foundation rooted in historical contributions and embraces a plurality of methods. It postulates that researchers should use the methodological approach that works best for the particular research problem being investigated. Pragmatism is mostly associated with multiple methods, focusing on the research question rather than the methods, which may employ both formal and informal rhetoric (Kaushik & Walsh, 2019). Pragmatic researchers are free to use any research method, technique, or procedure typical of quantitative or qualitative research. The pragmatism approach operates on the premise that every method has its limitations and that different approaches can be complementary. It draws on the perspective of employing what works, using diverse approaches with the primary focus on the impact of the research problem and question while valuing both objective and subjective knowledge (Morgan, 2013).

3.3 Research Design

The research adopted a descriptive survey design. A descriptive survey design collects information from a sample drawn from a predetermined population using a predetermined set of questions. The predetermined population included those subjects that have the expertise of the information relevant to the study. A research design is the conceptual structure within which data is collected; it constitutes the blueprint for the collection, measurement, and analysis of data (Kothari, 2004). Sekaran and Roger (2009) cited that a research design is a master plan that specifies the methods and procedures for collecting and analysing the required information within a given study. However, Cooper and Schindler (2006) view research design as the blueprint for the collection, measurement, and analysis of data to achieve the study's stated objectives.

The research primarily applied the descriptive design, which, according to Patton (2011), assumes that science seeks to establish facts with little regard for the subjective status of individuals. The observer is independent of what is being observed, and the choice of what to study is determined by objective criteria rather than human beliefs, using numerals in its measurement. Quantitative design broadly means research that produces discrete, numerical, or quantifiable data (Simon, 2007). Concepts are operationalised in a way that enables quantitative measurement of facts and selection of samples to enable generalisations to be made; hence, the design was applicable for this study. This design enabled the quantification of results.

Cooper and Schindler (2006) argue that the design treats people as active participants rather than objects. This is based on the phenomenology philosophy, which refers to the way in which people make sense of the world around them (Valle, 1989). This technique accounts for the respondents' feelings, opinions, and emphasises meaning and statements suggestions. Housden (2013) defines qualitative research as a body of research

techniques that seek insights through loosely structured, mainly verbal, data rather than measurement. Analysis is interpretive, subjective, impressionistic, and diagnostic. Qualitative designs addressed this need since it produces data that is rich in insight, understanding, explanation, and depth of information, which is hard to justify statistically. Analysis of data applied descriptive and inferential designs because they enabled obtaining information concerning current phenomena and, where possible, drawing valid general conclusions from the facts discussed (Orodho, 2003).

3.4 Location of the Study

The study used the twenty-one (21) government ministries based on mandate and core functions from the selected four state ministries namely; Ministry of Interior and Coordination of National Government, Ministry of Education Science and Technology, Ministry of Transport and Infrastructural Development, and Ministry of Agriculture and Irrigation. The study was conducted at the ministry's headquarters in Nairobi. The location for research (Nairobi) was arrived at because all top-level management are domiciled in Nairobi and that, all performance contract documents are analysed and evaluated at the headquarters in Nairobi.

3.5 Population of Study

According to Kothari (2004), population is a list of all members of a real or hypothetical set of people or objects to which the study wishes to generalise results of the study. To acquire valid information by generalising from a sample to the population, properties of the sample and the population should be similar or vary only arbitrarily. The inference may be invalid if there exists a systematic difference between the sample and the population (Pumper & Newmayer, 2015). The population for the study was the employees working in the twenty-one (21) government ministries within the tiers (top-

management and middle-level management). Therefore, the total population for the study comprised of 54,250 employees (Public Service Commission, 2019).

Table 1

Staff Population for Individual Ministries

Ministry	Population	Number of state Departments
Ministry of Interior and Coordination of National Government.	25,643	3
The National Treasury.	2,971	2
Ministry of Foreign Affairs and International Trade.	838	2
Ministry of Defence.	2,737	1
Ministry of Health.	2,258	1
Ministry of Education Science and Technology.	5,438	3
Ministry of Transport and Infrastructure Development.	1,545	5
Ministry of Devolution, Arid, and Semi-arid lands (ASALs).	355	2
Ministry of lands.	2,483	1
Ministry of Environment and Forestry.	861	1
Ministry of Mining and Petroleum.	584	2
Ministry of Agriculture and Irrigation.	2,484	5
Ministry of East African Community and Northern Corridor Development.	225	1
Ministry of Labour and Social Protection.	2,512	2
Ministry of Tourism and Wildlife.	133	1
Ministry of Water and Sanitation	305	1
Ministry of Public Service, Youth and Gender Affaires.	1,115	2
Ministry of Energy.	383	2
Ministry of Industrialisation and Enterprise Development.	798	2
Ministry of Information Communication and Technology.	167	1
Ministry of Sports and Heritage.	415	2
Total	54,250	

3.6. Sampling Procedure and Sample Size

3.6.1 Sampling Procedure

Sampling involves any procedure that draws conclusions based on the measurement of a portion of the population (Kothari, 2004). It is the selection of a subset of individuals from within a population, especially for the purpose of making predictions based on statistical inference (Lewis et al., 2003). When the population is heterogeneous as noted in the ministries, Kothari et al. (2011) recommends stratified random sampling. This is because of the method increases sample statistical representation, efficiencies, provides adequate data for analysing the various sub populations. It also enables different methods to be used depending on the characteristic of the stratum. The sample was developed using sampling proportionate to size strategy where the size of each stratum was proportionate to the population size of the stratum.

According to Emore (2007), proportionate stratification provides equal or better precision than a simple random sample of the same size. In this study, a stratum was made up of a department within the ministries with distinct number of departments hence stratified random sampling was the best applicable in this study. Hyndman (2008) defines a sample as a subset of a large population and argued that a good sample should have the characteristic of the population. On the other hand, Zikmund et al. (2013) attests that a sample may be more accurate than a census since census increase volume of work that result to introduction of tabulation errors. Further, Sekaran (2003) argue that the size of a sample is a function of the variation in the population. This is guided by principles such as; dispersion, desired precision, error range and number of subgroups.

From the sampling process, four ministries were randomly selected by simple random sampling with replacement method, having attained the required criteria of at least 3

departments within a single ministry to represent all 21 ministries. The selected ministries were represented as having at least 3 departments. The four ministries were; Ministry of Interior and Coordination of National Government (3), Ministry of Education and Technologies (3), Ministry of Transport and infrastructural Development (5), and Ministry of Agriculture and Irrigation (5). In identifying the two levels of staff for the study, (i.e., top and middle level management), purposive sampling was used. A list of the staff members who were interviewed was retracted from the Integrated Personnel Payroll Database (IPPD) system from the human resource departments of each respective ministry. The list contained names and titles of staff from all departments and units of each ministry that formed part of this study specifically from the top-level management and middle-level management.

Table 2
Stratified Sample for Targeted Staff of the Study

Ministry	Top-level Management (Job group CGS4-CGS7)	Middle-level Management (Job group CGS8- CGS11)	Total
Ministry of Interior and coordination	14	44	58
Ministry of Transport and Inf. Dev.	11	51	62
Ministry of Education	16	38	54
Ministry of Agriculture and Irrigation	18	57	75
Total	59	190	249

3.6.2 Sample Size

For a descriptive study, thirty per cent (30%) of the accessible population is usually enough for a sample size (Mugenda & Mugenda, 2003). The sample size in this case was respondents in top-level management and middle-level management from the four

different ministries selected at the headquarters in Nairobi for the study. The hundred and thirty-one (831) was targeted for the study. However, two hundred and forty-nine (249) staff from the top and middle-level management were finally sampled for the study and spread out per each ministry as follows; 58 staff members from the Ministry of Interior and Coordination of National Government, 62 staff members from the Ministry of Transport and Infrastructural Development, 54 staff members from the Ministry of Education Science and Technologies and 75 staff members from Ministry of Agriculture and Irrigation. Applying thirty per cent (30%) as recommended by Mugenda & Mugenda (2003) for descriptive study as representative, therefore the sample size for the study was 249.

Table 3

Sample size for Ministry of Interior and Coordination of National Government

Category of population	Target population	Sample size
Top-level management	47	14
Middle-level management	147	44
Total	194	58

Table 4

Sample size for Ministry of Transport and Infrastructural Development

Category of population	Target population	Sample size
Top-level management	37	11
Middle-level management	170	51
Total	207	62

Table 5*Sample size for Ministry of Education Science and Technologies*

Category of population	Target Population	Sample Size
Top-level management	53	16
Middle-level management	127	38
Total	180	54

Table 6*Sample size for Ministry of Agriculture and Irrigation*

Category of Population	Target Population	Sample Size
Top-level management	60	18
Middle-level management	190	57
Total	250	75

3.7 Instrumentation

The study used primary data. Survey questionnaires were the data collection instrument. The tool was chosen because of the nature of the respondents and the size of the sample (Cooper & Roger, 2011). The semi-structured questionnaire was deemed more fit and efficient since the tool enabled collection of the required data.

The semi-structured questionnaire was divided into 6 sections: part A consisted of the Bio data of the respondents and the general information concerning the position of the respondent within the ministry. Part B consisted of Government policies variable while part C dealt with the Training and Development. Part D focused on the Top Management Commitment to the organisation, while part E concentrated on the Job Satisfaction. Likert scale of 1-5 scale of itemised rating system was used in the questionnaire where “1” = Strongly Disagree, “2” = Disagree, “3” = Neutral, “4” = Agree, and “5” = Strongly Agree. The constructed questionnaire is attached by the Appendix D.

Most questions in the questionnaire were closed-ended to facilitate completion by respondents. The question-sequence was clear and smoothly moved, meaning that the effect of one question to another was readable and clear to the respondent. A few open-ended questions were also used in the questionnaire. The questionnaires were self-administered and other respondents were guided by research assistants to complete the questions. The study questionnaire was administered to the respondents through the use of mobile data collection method of Open Data Kit, this was deemed fit, since it enables the researcher monitor the data and easy data management unlike the drop and pick paper model. This method was convenient for the research and the response rate was high. The purpose and importance of the study was explained to the respondent through the provision of consent forms.

The advantages of using questionnaire as described by Kothari (2008) are; it saves time and cost, respondents bias is minimal, large sample can be used thus making the result dependable and reliable, and the respondents get adequate time to give well thought answers.

3.7.1 Pilot Testing

The accuracy of data to be collected largely depends on the data collection instruments in terms of validity and reliability (Mugenda & Mugenda, 2003). The purpose of the pilot study was to assess the validity and reliability of the measures used in the study. Pilot feedback was used to refine the instruments before a full study was undertaken. The questionnaires were pre-tested to ensure that all items were clear and understandable to the respondents. A pilot study is a try- out of the questionnaire to see how it works and whether change was necessary before the start of the full-scale study (Mugenda & Mugenda, 2003). Pre-testing of the instruments was between 1per cent and 10 per cent depending on the sample size. The researcher conducted a pre-test in the Ministry of

Health because it emerged among the medium performers attaining 62.21 per cent and as such, it presented a clear picture of both highs and lows in the indicator matrix, which was beneficial in the main study. Use of 23 questionnaires for pre-test ensured reliability and consistency of the instrument. Questions used were prepared very carefully to prove effectiveness in collection of relevant information.

3.7.2 Validity and Reliability Tests

According to Kothari (2008), validity is the degree to which a test measures what it is supposed to measure. Validity, therefore, refers to the degree to which the evidence supports those interpretations are correct and that the manner in which interpretations are used is appropriate. Reliability refers to the degree of innovation of consistency. This study employed two of the tests, which are validity and reliability. Validity refers to how well the data collection and data analysis of research captures the reality being studied, while reliability is the consistency of measurement or stability of measurement over a variety of conditions in which the same results are obtained (Drost, 2011). The reliability of the measures was assessed using Cronbach's alpha coefficient, in which the alpha value is equal to or greater than 0.70, which is considered sufficient.

Validity measures the degree to which a study succeeds in measuring intended values and the extent to which differences found reflects true differences among the respondents. In this regard, there are four types of validity tests: content, construct, criterion-related and proposition validity test (Cooper & Schindler, 2008). Four types of validity were addressed in this study: concurred validity, content validity, external validity and face validity. Concurred validity refers to the likelihood that a question was misunderstood or misinterpreted; content validity relates to whether an instrument provided adequate coverage of a topic; construct validity is about the theoretical foundations underlying a particular measurement and external validity is concerned with

the extent to which the findings of one study can be applied to other situations. To establish content validity, a panel of five subject matter experts in the field of performance management reviewed the initial pool of 30 items. Each expert rated the relevance of each item to the defined content domain on a 4-point scale (1 = not relevant, 2 = somewhat relevant, 3 = quite relevant, 4 = highly relevant). The Content Validity Ratio (CVR) was calculated for each item, and items with a CVR value below 0.99 (the critical value for 5 experts) were eliminated. The final instrument consisted of 22 items with CVR values ranging from 0.99 to 1.00, indicating that the items had excellent content validity according to the expert panel.

3.8 Data Collection Procedures

In order to make the data collection procedure a success, the researcher obtained a letter to conduct this research from the Institute of Post Graduate Studies of Kabarak University. Thereafter, the researcher applied to the National Commission for Science, Technology and Innovation (NACOSTI) for a license and funds to conduct the research. Authority letter from the University and a license from NACOSTI were later forwarded to the Directors of Administration in the four ministries from which the study was conducted namely: Ministry of Interior and Coordination of National Government, Ministry of Agriculture and Irrigation, Ministry of Transport and Infrastructural Development, and Ministry of Education Science and Technology, to seek further clearance for the study. Further, a brief introduction note accompanied the questionnaires in the ODK-mobile app on the research purpose to the target respondents. Breaching confidentiality was a matter of concern to all respondents and in view of this, the researcher withheld the names of the respondents and their respective views for utmost confidentiality (Mugenda & Mugenda, 2003). During data collection, emphasis was given to both primary and secondary data.

Data collection procedures specify details of the task with emphasis on the data to be obtained and their sources (Kumar, 2005). To ensure that all the target respondents got full information concerning the research project, letters of introduction were prepared and sent to the target group. The letters provided information on the research topic, detailing that it was optional to participate and that the information needed in the questionnaire was to be used strictly for the academic purposes.

Data collection refers to gathering specific information aimed at providing or refuting some facts. Data collection techniques allow the researcher to systematically collect information about objects of study and about the setting in which they occurred (Kombo and Tromp, 2006). Both primary and secondary data were used in the study. Primary data was collected through personal interviews to get an accurate and current understanding of the extent to which the necessary conditions for fulfilling performance contracting were satisfied by the four ministries in the study. Personal interviews were used to pre-test the structured questionnaire that was developed and administered in the survey. The questions were developed from relevant literature in the literature review section.

3.9 Data Analysis and Presentation

Data from the Open Data Kit- (ODK) server was pulled into a spreadsheet and loaded to R *version* 4.2.2. Response on each item for the open-ended questions was put into specific main theme for ease of analysis. Data was then summarised and analysed by use of descriptive statistics using frequencies, means, standard deviation and percentages. Inferential statistics was used to generate the effects and meanings between variables. Multiple regression analysis was used to establish the statistical effects between the study variables on how the organisational factors and implementation of performance contract in government ministries in Kenya relates.

The correlation analysis matrixes were obtained for all the variables where factors were checked for chances of multicollinearity (Sekaran, 2003). Factors that had correlations of less than the acceptable rule of thumb factor loading of 0.40 or above were dropped (David et al., 2010). Rotation and ranking were done on the component matrix. Cooper and Roger (2011) reckon that various research objectives are served with correlation analysis so that the strength, direction, shape and other features of effects may be discovered. Hyndman (2008) noted that tactical and strategic questions may be answered by predicting the values of one variable from the other.

According to Zikmund et al. (2013), a regression model helps one understand how the typical value of the dependent variable changes when anyone of the independent variables is varied, while the other independent variables are held fixed. The model in the study defined a relationship of variables in the form of a mathematical equation. This was developed from the conceptual framework and from the theories relating to the implementation of performance contracting process. Homoscedastic was used in the determination of the precision in determining dependent variables for the model. A precision of 0.05 was used. A set of regression equations were used in estimating the effects between variables and knowledge from theory and empirical literature formed the basis for establish relationship and patterns.

Confirmatory Factor Analysis was used to verify the factors' structure. The following equation shows the conceived model and was confirmed by analysed data;

$$Y = \alpha + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + e$$

Where;

Y= Implementation of Performance Contracting Process

α = Constant (representing the Y-intercept)

x_1 = government policies and performance planning,

x_2 = training and development and performance monitoring,

x_3 = top management commitment and performance reporting,

x_4 = job satisfaction and performance appraisal.

β_1 = regression coefficient of variable x_1 ,

β_2 = regression coefficient of variable x_2 ,

β_3 = regression coefficient of variable x_3 ,

β_4 = regression coefficient of variable x_4 and

e = Error term which is here assumed to be normally distributed with mean 0 and a standard deviation of 1.

Inferential statistics were used in making deductions from the collected and analysed data. The study assumed a 95 per cent confidence while generating regression model. Data was presented using statistical techniques, graphs and tables, while t-test and Analysis of Variance (ANOVA) through F-test was used to study the number of variations within sample before conducting multiple regression analysis. Multicollinearity was used to test inter-correlation between the independent variables (Zikmund et al., 2013).

Diagnostic tests were undertaken to ensure that there was a suitability of undertaking parametric statistics test (correlation and multiple linear regression). These includes; linearity test, normality tests and multicollinearity.

Normality means that the data collected has assumed a Gaussian distribution. The assumption of normality is especially used when constructing reference intervals for variables to enable one choose better test for the data either parametric or non-parametric test. There are two main methods of assessing normality: graphically and numerically.

The study adopted numerical methods such as Shapiro Wilk, Kolmogorov Smirnov test and Lilliefors corrected K-S test to test normality.

Multicollinearity refers to when your predictor variables are highly correlated with each other. The assumption is only relevant for a multiple linear regression, which has multiple predictor variables. Multicollinearity can be checked in two ways: correlation coefficients (correlation matrix) and variance inflation factor (VIF) values. If your predictors are multicollinear, they will be strongly correlated. When using VIF values, the values must be below 10.00, and best case would be if these values were below 5.00. In this study, Multicollinearity was determined by getting VIF values.

3.9 Ethical Considerations

Cooper and Schindler (2008), defines ethics as norms or standards of behaviour that guide moral choice about behaviour and relationship with others. The goal for ethics in research is to ensure nobody is harmed or suffers any adverse consequences from research activities. The researcher of this study assessed carefully the possibility of harm to the respondents by making sure that all the respondents i.e. the staff of the respective ministries in the study were in no way negatively affected by the results. In this regard, all the respondents' names in this study were kept confidential and the information provided was used for no other purpose but that intended for this study. Besides, the researcher endeavoured to observe and uphold the ethical guidelines of impartiality, independence and voluntary contribution from respondents.

The researcher secured an introductory letter, to carry out research from Kabarak University and obtained a research permit from NACOSTI that enabled the study to be officially conducted. Consent was sought from the respondents after clearly explaining to them the purpose of the study. The confidentiality of information supplied by research

subjects and the anonymity of respondents from the target public sector was highly respected as such, research participants were called upon to participate in a voluntary way, free from coercion, no harm to research participants what so ever.

The independence of research was clear, and any conflicts of interest or partiality was explicit. Everyone involved in this research or process was responsible for maintaining good ethical standards. Practice within this research was good for there was no space for ethical issues to be aired. Participation in the study was voluntary and respondents were free to withdraw at their will. No any form of identification was used on the data collection tools and the completed data collection tools were kept under key and lock accessible only to the researcher. Data entered into the computer was password protected.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1. Introduction

This chapter presents the research findings and results of the application of the variables using techniques described in chapter three, with reference to the data collected on the effects of selected organisational factors on the implementation of performance contracting in Government ministries in Kenya. Data analysis was based on specific objectives. In line with the study, data analysis was derived from the main objectives, where study patterns were examined and interpreted, and conclusions were developed. The analysis of this study was conducted using descriptive and inferential statistics based on the hypothesis and objectives of the study.

4.2 Response Rate

According to Zikmund et al. (2013), the response rate is the extent to which the definitive data includes the ratio of all actual percentages or expected number of people who respond to the survey and all the sample members, also termed outcome rates. A great survey response rate ensures that the survey results are descriptive of the survey population. Therefore, the questionnaires were distributed to the respective government ministries based on the study. With a total of 249 targeted population, 200 objects were recorded, which could be translated to 80 per cent. Zikmund et al. (2010) observed that in descriptive research, a response rate of above fifty per cent (50%) is adequate for analysis, sixty per cent (60%) good and seventy per cent (70%) and above to be very good while according to Mugenda (2008), a response rate of 50 per cent or more is adequate.

A high response rate increases the validity and usefulness of the results. Therefore, the overall response rate in this study of 80 per cent is considered good and adequate for subsequent analysis.

Table 7

Response Rate

State Ministries	Total Respondents	Targeted population for the study	Percentage (%)
Ministry of Agriculture and Irrigation	61	75	26.1
Ministry of Interior	40	58	23.3
Ministry of Education	50	54	20.1
Ministry of Transport	49	62	10.8
Total Response	200	249	80.3

4.3 Demographic Characteristics

In this section, the study focused on finding the demographic characteristics that were used. 20 per cent of the respondents were from the Ministry of Interior and Coordination, 30.5 per cent of the respondents were from the Ministry of Agriculture and Irrigation, 25 per cent were from the Ministry of Education Science and Technology, and 24.5 per cent respondents were from the Ministry of Transport and Infrastructural Development.

Table 8

Response Rate

State Ministry	Frequency	Percent (%)	Cum
Ministry of Interior	40	20.0	20.0
Ministry of Agriculture	61	30.5	50.5
Ministry of Education	50	25.0	75.0
Ministry of Transport	49	24.5	100.0
Total Response	200	100	

Figure 2

Response Rate

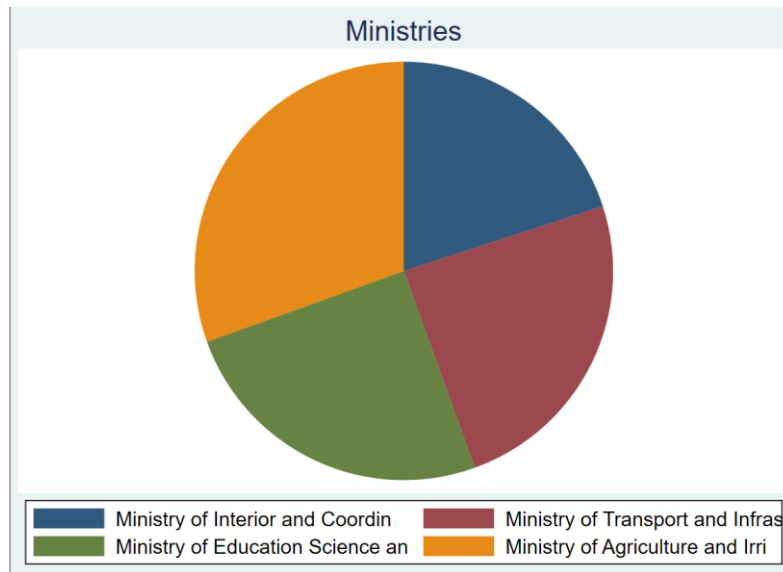


Table 9

Age of the Respondents

Age Bracket	Frequency	Percent
18-25	5	2.5
25-30	28	14.0
31-40	52	26.0
40-50	61	30.5
50 & above	54	27.0
Total	200	100

In Table 9, (54) 27 per cent of the respondents in the government ministries were age 50 years and above, (61) 30.5 per cent were 40-50 years, (52) 26 per cent of the respondents were age 31-40 years old while (28) 14 per cent were age between 25-30 years. Lastly, respondents between 18-25 years in the survey were (5) 2.5 per cent.

Table 10*Gender of Respondents*

Gender	Frequency	Percent
Male	118	59
Female	82	41
Total	200	100

Table 10 shows a clear indication that the majority of the respondents, 118 (59%), were male, while 82 (41%) were female, and this demonstrates that the study observed constitutional requirements on gender parity.

Table 11*Education Level of Respondents*

Level of Education	Frequency	Percent
Diploma	34	17.0
Bachelor's Degree	109	54.5
Master's Degree	45	22.5
PhD	12	6.0
Total	200	100.0

Table 11 depicts that 34 (17%) of the respondents in the study were Diploma holders while Bachelor's Degree holders were 109 (54.5%). Also, Masters holders 45 (22.5%), whereas PhD holders were least represented by, 12 (6%) to compare the effects of result-based management on performance contracting in levels of education within the government ministries.

4.4 Descriptive Statistics**4.4.1 Descriptive Analysis for Government Policies**

Government policies were measured using a five-point Likert scale that ranges from 1 = Strongly Disagree, 2 = Disagree, 3= Neutral, 4 = Agree, and 5 = Strongly Agree.

All the results are depicted in the Table in 12.

Table 12

Descriptive Analysis of the Variable Government Policies

Statement	Strongly Disagree %	Disagree %	Neutral %	Agree %	Strongly Agreed %
The ministry uses the government policy guidelines on performance planning for effective implementation of performance contracting	10	24	30	22	14
The ministry sensitises its staff on the benefits of adhering to the government policy guidelines	5	41	10	27	17
The staff in the ministry adheres to the policy guidelines while carrying out performance planning activities	5	43	19	14	19
The ministry has in place a policy implementation plan	54	24	3	7	12
There is effective policy planning in the ministry.	4	25	28	26	17

The intent of this statement was to determine the effect of government policy on performance planning for the implementation of performance contracting in government ministries. Findings presented in the table above indicate that ten per cent (10%) of the respondents strongly disagreed that the ministry uses the government policy guidelines on performance planning for effective implementation of performance contracting, twenty-four per cent (24%) Disagreed, thirty per cent (30%) were neutral, only twenty-two per cent (22%) agreed with the statement while fourteen per cent (14%) Strongly agreed.

Government policies, as an organisational factor, play a vital role in the public sector through result-based management and performance contracting framework of delivering quality services to the public. Prior to the significance, the primary function of the government was allocating revenues and undertaking the economic risk to all projects and services undertaken by the state departments and the government ministries (Poole, 2019). Furthermore, parameters like infrastructure investment on mega projects, which have a significant impact on the public, such as healthcare, education, energy, agriculture, and trade, are mainly government obligations. According to Janićijević et al. (2015), government policies have negative and positive effects towards result-based management and, therefore, the performance contracting process.

Monetary and fiscal policies are employed in the government policies to change the policies. Changes in government policies have an adverse effect on performance contracting due to foreign direct investment (FDI). FDI influences management such that it provides an implicit catastrophe to the finance of the public sector. Several government valuation challenges have employed performance contracting and result-based management to claim the derivative approach of monitoring and reporting (Heckscher, 2018). Government regulations and influence in human resource practices in the public sector can be distinguished based on economic and social motives and public interest, which ensures that there are strategic measures in place that enhance resource availability to strengthen a result-based development (Poole, 2019). Government policies address major significant challenges encountered during capacity building and training processes. These policies are always aimed at top management as a way of dealing with wage labourers and personnel in key areas like employee relations, works related to education and work that includes apprenticeship, master proofs, content training, as well

as reward and social security as a way of improving performance contracting and result-based management.

Sensitisation is one of the most important practices when it comes to adherence to government policy guidelines on departmental or ministry-level empowerment of employees through the organisation of these forums by authorities. Findings in the table above indicate that five per cent (5%) strongly disagreed that the ministry sensitises its staff on the benefits of adhering to the government policy guidelines, forty-one per cent (41%) of the respondents disagreed, ten per cent (10%) of the respondents provided neutral results, twenty-seven per cent (27%) of the respondents agreed while seventeen (17%) of the respondents strongly agreed on sensitisation process.

This item investigated whether staff in the ministry adhered to guidelines and policies while performing planned activities. Findings presented in Table 12 indicate that five per cent (5%) of the respondents strongly disagreed, forty-three (43%) of the respondents disagreed, nineteen per cent of the respondents provided neutral feedback, fourteen per cent (14%) of the respondents agreed while nineteen per cent (14%) of the respondent agreed with adherence policy when performing ministry planned activities.

This section investigated whether the ministry had a policy implementation plan, which is regarded as a key model in the adoption of policy methods in an institution. The majority of the respondents, fifty-four per cent (54%), strongly disagreed, twenty-four per cent (24%) of the respondents disagreed, three per cent of the respondents gave neutral feedback on the policy implementation plan, seven per cent of the respondents agreed on the same, while twelve per cent (12%) of the respondents strongly agreed that ministries have in place policy implementation plans to guide them.

Effective policy planning is a key collaboration procedure in policy development in various institutions; in this context, the findings were four per cent (4%) of the respondents strongly disagreed that it is effective, twenty-five per cent (25%) of the respondents agreed, twenty-eight per cent of the respondents agreed, while only seventeen per cent (17%) of the respondents strongly agreed that there is effective policy planning in the ministries.

4.4.2 Descriptive Analysis for Training and Development

The focus of the study was to determine the extent to which Training and development influence organisational factors on the effective implementation of performance contracting among Government ministries in Kenya. Whereby Training and Development responses were measured using a five-point Likert scale that ranged from 1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. The findings are depicted in Table 13.

Table 13

Descriptive analysis of the variable training and development

Statement	Strongly Disagree %	Disagree %	Neutral %	Agree %	Strongly Agreed %
The ministry has effective training and development programs.	15	14	17	30	24
The ministry training and development programme is aligned with performance contracting	7	42	10	23	18
The ministry training and development programme is aligned with performance monitoring.	30	12	17	16	25

Considering the dynamic society, training has been an interesting activity in which the majority of organisations are committing resources as a way of retaining knowledgeable and available workforce, thus playing a vital role in achieving organisational goals by incorporating the organisation's interest and workforce. In essence, it is quite an essential strategic tool for organisational performance. According to Dooren et al. (2015), training for employees cannot be overlooked.

Government ministries must identify training needs for their employees and design a training program that can help the workforce achieve the objective of an organisation. Therefore, Dooren et al. (2015) argue that Training in an organisation is a systematic process of understanding an arrangement of planned behaviour. Still regarded as an application of knowledge, it creates an awareness among employees of the regulations and procedures to maintain their behaviours. However, to improve job performance in the organisation in specific technical tasks, training can be defined as an organised procedure by which specific employees learn knowledge and skills for a certain purpose. Training being an important factor in the business world, effectiveness and efficiency have been pointed out as key important aspect training.

There exist various training techniques available to human resource (HR) professionals to enhance learning and achieve the public sector's objective of performance contracting that would influence result-based management practices. Organisations are dependent on HR professionals to identify and train to skill gaps, work traits, knowledge and behaviours in order to be successful and competitive in both a domestic and global workplace. Training professionals have to be mindful of the ever-changing landscape within each organisation and make adjustments to training accordingly. Competency models, case-based decision-making and systems thinking, are three human resource development methods that will be discussed (Topno, 2016).

Competency models are described as what type of capabilities or traits an individual must have in order to successfully complete their task or gain a competitive advantage in their respective organisation (Dubois & Rothwell, 2016). Organisational, functional, job, and leadership are four types of competency models used, and each one is utilised to identify knowledge skills and attitudes required for successful performance within an organisation. Each competency model identifies anywhere from one to five traits or behaviours that each employee is required to achieve. For instance, generic competencies are traits that are common for all employees, and specific competencies identify differences in various human resource roles (Dubois & Rothwell, 2016).

The results below indicated that fifteen per cent (15%) of the respondents strongly disagreed with the fact that the ministry has effective training and development programs, fourteen per cent (14%) of the respondents disagreed, seventeen per cent (17%) of the respondents had neutral feedback, the majority of the respondents, thirty per cent (30%) agreed that there is an effective training and development programs within the ministry, while twenty-four per cent (24%) of the respondents strongly agreed.

The study also suggested that to ensure people put maximum effort into transferring learning to their job, the training should focus on increasing knowledge and skills acquisition. The old-fashioned approach of making people sit for a short period of time and drown in lots of concepts doesn't help. Instead, content should be tailored to their job and then tested on the job. Ultimately, giving them opportunities to practice and receive feedback will help them turn knowledge into skills. Furthermore, some individual differences predict the extent to which people can do something differently back at their tasks.

The results below indicated that seven per cent (7%) of the respondents strongly disagreed that the ministry training and development programme is aligned with performance contracting, with the majority of the respondents forty-two per cent (42%) disagreeing on the same, ten per cent (10%) of the respondents provided a neutral response on the same, twenty-three per cent (23%) of the respondent agreed, while eighteen per cent (18%) of the respondent strongly agreed that the ministry training and development programme is aligned to performance contracting. On the other hand, when it comes to what people would actually do differently, motivation to transfer, post-training self-efficacy, and perceived workplace support are the predictors you should look at. These are individuals' attitudes organisations can wisely leverage every time it comes to learning. The skills acquired by the employees through training should be applicable across all other possible departments in the organisation. To keep your workplace increasingly engaged, employees should be able to work in combination with other departments instead of being a competition. All these factors will help in increasing employee productivity.

The study agrees with Chiaburu and Tekleab (2005), who noted that the concept of training has gained more popularity in human resources due to its positive association with employee performance. They further observed that training is an aspect of capacity building in any organisation that is carried out to improve staff performance and to enable an organisation to meet its objectives. In the training process, employees acquire technical skills, interpersonal skills and solid knowledge in order to perform their jobs efficiently and effectively at the workplace, and the lack of ongoing training programs leads to lower-performance of employees. Training not only develops the capabilities of the employee but sharpens their thinking ability and creativity in order to make better decisions in time and in a more productive manner. Training also enables employees to

deal with the customer in an effective manner and respond to their complaints in a timely manner. Therefore, in order to prepare workers to do their jobs as desired, organisations provide training so as to optimise their employees' potential (Amin, 2016).

The results obtained show that the majority of the respondents, thirty per cent (30%), strongly disagreed that the ministry training and development programme is aligned with performance monitoring, twelve per cent (12%) of the respondents disagreed with the same, seventeen per cent (17%) of the respondents gave a neutral response, sixteen per cent (16%) of the respondent agreed, and twenty-five per cent (25%) of the respondent strongly agreed with the fact that the ministry training and development programme is aligned to performance monitoring. Through training, employee engagement is increased by promoting a positive attitude characterised by vigour, dedication and absorption. It further fosters job satisfaction and commitment to an organisation since employees will feel that they are part and parcel of the organisation, and this will lead to increased performance. Training enhances the psychological state of involvement, commitment, attachment, and mood, which impacts an individual's performance.

This could be in the form of effort or observable behaviour, including pro-social and organisational citizenship behaviour (Ariani, 2013). According to Nawaz et al. (2014), employees show engaged behaviour when they are given training and empowerment; hence, engagement is related to putting effort into work and being persistent while facing difficulties. That is, employees dedicate their physical, cognitive and emotional resources to work roles by having high levels of energy, being enthusiastic about having high levels of energy, being enthusiastic about their work and being fully engrossed in their work engagement, leading to high-performance work practices, extra customer services or creative behaviour of employees. Accordingly, it appears that when the organisation takes care of employees through training, employees show more engaged behaviour in

their work, leading to better performance outcomes in the workplace.

The findings concur with Tahir et al. (2014) study, which found that training simplifies the work of the employees. Employees find the work much easier because they have gained skills which are required to handle the former challenges encountered before training. During the training, employees are familiarised with the working environment they will become part of. Employees also get hands-on experience using machinery, equipment, tools, materials, etc. Part of on-the-job training is to face the challenges that occur during the performance of the job. An experienced employee or a manager is executing the role of the mentor who, through written, or verbal instructions and demonstrations are passing on his/her knowledge and company-specific skills to the new employee. Executing the training at the job location rather than the classroom creates a stress-free environment for the employees.

4.4.3 Descriptive Analysis for Top Management Commitment

The research focused on determining the effect of top management commitment on performance reporting in the effective implementation of performance contracting among government ministries in Kenya. In this objective, the responses were measured using a five-point Likert scale ranging from 1 = Strongly Disagree, 2= Disagree, 3= Neutral, 4 = Agree, and 5 = Strongly Agree.

Table 14*Descriptive Analysis of the Variable Top Management Commitment*

Statement	Strongly Disagree %	Disagree %	Neutral %	Agree %	Strongly Agreed %
Top management always plans to achieve the task assigned by the ministry.	8	13	14	45	20
The top management allocates the budget towards the ministry's performance reporting.	4	45	6	35	10
The top management supports efforts towards the achievement of effective performance reporting in the ministry.	2	15	16	24	43

The results in Table 14 revealed eight per cent (8%) of the respondents strongly disagreed, thirteen per cent (13%) of the respondents disagreed with the top management plan, fourteen per cent (14%) of the respondents had a neutral opinion, majority of the respondents (45%) agreed that top management always plans to achieve the task assigned by the ministry and twenty per cent (20%) of the respondent strongly agreed. This result agreed with Masava (2017), who recommended that the ministry administration should enhance relationships between top management and middle management in the context of strategic plan implementation so as to improve top management's commitment to successful strategy implementation.

The results show four per cent (4%) of the respondents strongly disagreed that the top management allocates budget towards the ministry's performance reporting, while the majority, forty-five per cent (45%) of the respondents disagree, six per cent (6%) of the respondent had a neutral opinion, thirty-five per cent (35%) of the respondents agreed, while ten per cent (10%) of the respondents strongly agreed that budget allocation by top management towards the ministry's performance reporting is sufficient. The finding is supported by Taylor (1995), who confirmed that there is a great importance of having middle-level and functional managers involved in advocating the execution of organisation strategies. Equally, there is a need to engage all levels of management and key employees in the implementation of the strategic plan.

Employees work well towards the implementation of organisation strategies if they are motivated and rewarded by the management. Moreover, the study done by Guest (2001) concluded that employees' performance is driven by setting the right targets, which motivates them to ensure effective measurements for intended results. Therefore, this finding supported the scholars' conclusions that motivation has a role to play in the implementation of strategic plans in the public sector.

The finding is also affirmed by other scholars like Hoag et al. (2002) and Paul (2005), who concluded that a lack of commitment to organisational leadership is a big barrier for the implementation of the strategic plan. Hence, leaders should participate in the process of design and implementation of Performance contracting systems to support the change process in the organisation.

The result shows two per cent (2%) of the respondents strongly disagreed that the top management supports efforts towards achievement of effective reporting in the ministry, fifteen per cent (15%) of the respondents disagreed, sixteen per cent (16%) of the respondent had a neutral opinion, twenty-four per cent (24%) of the respondent agreed

and the majority of the respondent, forty-three per cent (43%) strongly agreed on the fact that there is support effort towards achievement of effective performance reporting in the ministry.

Bourgeois and Brodwin (1984) identified a variety of leadership styles that are practised by leaders during strategy implementation. This study found that leadership approaches to strategy implementation vary from being an autocratic leader to a more participative style that involves the active engagement of various stakeholders in the implementation process. According to Bourgeois and Brodwin (1984), the five main categories of leadership styles practised during strategy implementation include commander, collaborative, coercive, cultural, and organisational change. The commander and organisational change styles are the traditional approaches to strategy implementation where the leader first formulates the strategy and thinks about implementation later on. Collaborative and cultural styles are more current and clearly capture the aspect of stakeholders' active participation during the implementation process, while a coercive leader has the monopoly of driving the implementation agenda alone without involving other stakeholders. Kenya had a vision of reaching the level of a developed nation status by 2030; however, many steps must be undertaken to improve the management commitment level of the public service sector (Khalid et al., 2016; Aziz et al., 2015).

4.4.4 Descriptive Analysis for Job Satisfaction

Job satisfaction as an objective of determining the effect of job satisfaction in the effective implementation of performance contracting among government ministries in Kenya was measured using a five-point Likert scale that ranges from 1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4= Agree, 5 = Strongly Agree.

Table 15*Descriptive analysis for Job Satisfaction*

Statement	Strongly Disagree %	Disagree %	Neutral %	Agree %	Strongly Agreed %
The staff in the ministry are empowered on the job through involvement in decision-making.	10	24	30	22	14
The ministry ensures staff have a sense of personal fulfilment.	5	41	10	27	17
The ministry has a good compensation plan for employees.	5	43	19	14	19
The ministry has a good package to ensure employees' job security.	54	24	3	7	12

The job satisfaction approach has been relatively and less proven in terms of the effects on the performance of employees (Mwangi et al., 2017). There are no justifiable facts about the link between endeavour and job satisfaction. However, the primary motive of evaluating job satisfaction remains an impact on productivity. There are several factors that influence job satisfaction at both individual and organisational levels. At the organisational level, job characteristics, leadership style, co-workers, opportunities for promotion, compensation system, and working conditions have been noted as the major factors. At the individual level, personal interest, year of service, age and general life satisfaction are among the elements that shape the work environment (Abdullah et al., 2011).

Job satisfaction is a significant factor in any accomplishment of an organisation. Most organisations consider certain initiatives to satisfy their employees as a way to make them perform their effective roles through commitment. Therefore, job satisfaction can be clearly understood as a difference between the levels of employee's reward and how they should receive the rewards. Echchakoui and Naji (2013) regard motivation factors while evaluating job satisfaction. In this case, motivation factors always encompass responsibility, advancement, growth, achievement recognition, as well as work and growth that results in satisfaction. In addition, factors like policy, administration, supervision, relationship with subordinates and peers, salary, work conditions, security, personal life and status are always critical guidelines for job satisfaction. The most important aspect of every public sector in job satisfaction among employees is the positive relationship between goal achievement and rewards. Job satisfaction is always set based on employee's sensations and emotions, which describe people in their jobs in different aspects.

From the above table, it was established that ten per cent (10%) of the respondents strongly disagreed that staff in the ministries are empowered on the job through involvement in decision-making. Twenty-four per cent (24%) of the respondents disagreed, and thirty per cent (30%) of the respondents had a neutral opinion. Twenty-two per cent of the respondents agreed, while fourteen per cent (14%) of the respondents strongly agreed with the opinion.

Five per cent (5%) of the respondents strongly agreed that the ministry ensures staff have a sense of personal fulfilment. The majority, forty-one per cent (41%), of the respondents disagreed on the same, ten per cent (10%) of the respondents had a neutral opinion, twenty-seven per cent (27%) of the respondents agreed, and seventeen per cent (17%) of the respondents strongly agreed.

From the above table, five per cent (5%) of the respondents strongly disagreed that the ministry has a good compensation plan for the employees, the majority of forty-three per cent (43%) disagreed on the same, nineteen per cent (19%) of the respondents had a neutral opinion, fourteen per cent (14%) of the respondents agreed while nineteen per cent (19%) of the respondents strongly agreed that the ministry has a good compensation plan for the employees.

The majority of the respondents, fifty-four per cent (54%), strongly disagreed that the ministry has a good package to ensure employees' job security. Twenty-four per cent (24%) of the respondents disagreed, three per cent (3%) of the respondents had a neutral opinion, seven per cent (7%) of the respondents agreed, and twelve per cent (12%) of the respondents strongly agreed.

The literature review clearly depicted the job satisfaction production process in the government ministries in Kenya with different realities. Based on the results, the study revealed a number of differences in satisfaction among government employees, not only because of the diversity of the methods of satisfaction measurements used but probably also because of the diversity of the four major government ministries in which the study was undertaken based on motivation, job security, staff empowerment, personal fulfilment as well as compensation. Nevertheless, some key trends can be identified from the results. Firstly, theories and measurements of job satisfaction using motivation, gender, and education in government ministries in Kenya are clearly derived from the results.

The results reflected, to some extent, factual findings from different scholars in the reviewed literature. Factors related to the working environment, such as organisational support, good relations with superiors (Abdullah et al., 2011), quality of life at work, teamwork (Eisenhardt & Martin, 2000), the relationship with colleagues (Olorunsola

&Adeleke, 2010; Pillay, 2009) and the sense of belonging to a community (Pillay, 2009), are those most strongly correlated with the job satisfaction of public sector employees. The findings confirm those of Mwangi et al. (2017) and Abdullah et al. (2011) on Theories of Herzberg dual factor for job satisfaction. On the other hand, the factors related to the working environment account only weakly for the job satisfaction among employees in the Kenyan government ministries.

These findings agree with Massenberg et al.'s (2015) study about the comparison between employees' personal characteristics and job satisfaction based on education, age, gender, and motivation. The study established that education and age were negatively related to job satisfaction both at the individual level and among employees.

4.5 Diagnostic Tests

In order to justify the use of the regression model pre-estimation, tests were conducted. The pre-estimation tests conducted in this case were the multicollinearity test and the Normality test. This was performed to avoid spurious regression results from being obtained.

4.5.1 Test for Multicollinearity

A multicollinearity test was carried out to ensure that the independent variables did not have co-linearity amongst themselves. The existence of a high degree of association between independent variables is said to be a problem of multicollinearity, which results in large standard errors of the coefficients of the affected. The variance inflation factors (VIF) and Tolerance were used to assess multicollinearity. The VIF, which stands for variance inflation factor, is $(1 / \text{tolerance})$, and as a rule of thumb, a variable whose VIF value is greater than 10 may merit further investigation. If the VIF value lies between 1-10, then there is no multicollinearity.

If the VIF < 1 or > 10, then there is multicollinearity.

Table 16

Tolerance and VIF Test

Tolerance and VIF Test		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Government policy	.749	1.440
	Training and Development	.631	1.368
	Management	.989	1.154
	Job satisfaction	.875	1.091

From the findings, the variable government policy had a tolerance of 0.749 and a VIF of 1.440, Training and development had a tolerance of 0.631 and a VIF of 1.368, top management had a tolerance of 0.989 and a VIF of 1.154, Job satisfaction had a tolerance of 0.875 and a VIF of 1.091 while motivation had a tolerance of 0.717 and a VIF of 1.181. Since the tolerance for all the variables was more than 0.1 and the VIF was not more than 10 therefore, there was no need for further investigations.

4.5.2 Normality Test

For normally distributed data, the observed values need to be spread along the straight diagonal line (line of fit). The observed values, as in Q-Q plot tests in Figure below, are spread very close to the straight line for all the variables of the study, showing that the data was normally distributed.

Figure 3

Normality Test for Government Policies

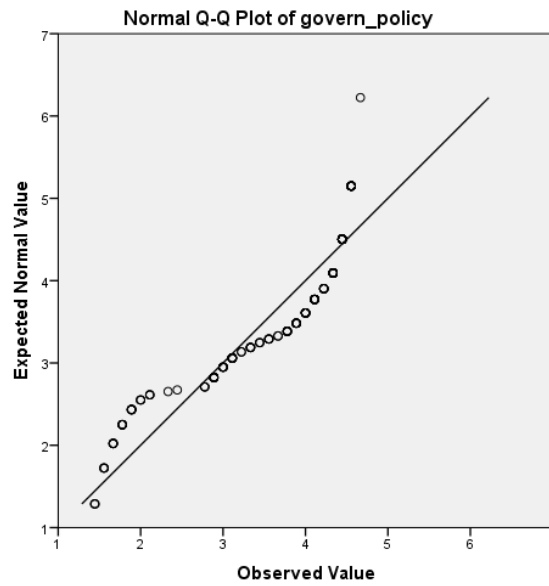


Figure 4

Normality Test for Management

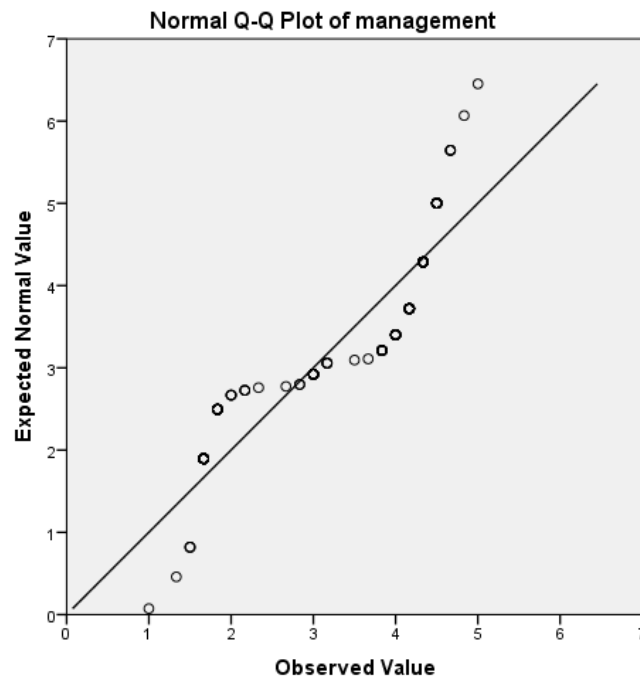


Figure 5

Normality test for Training and Development

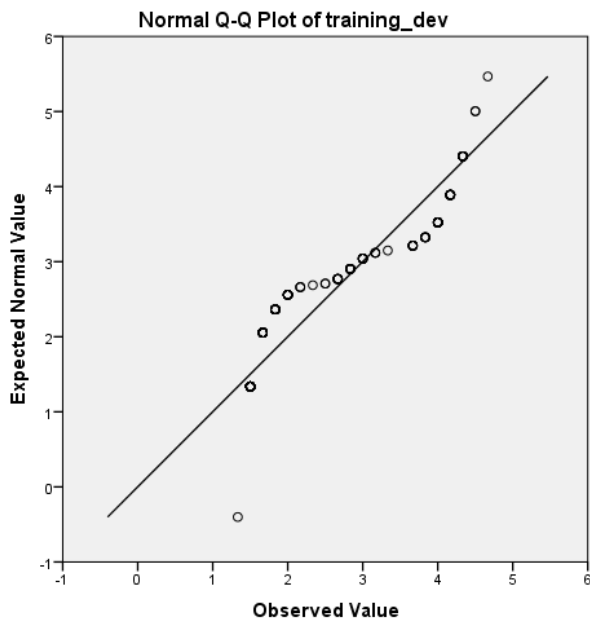
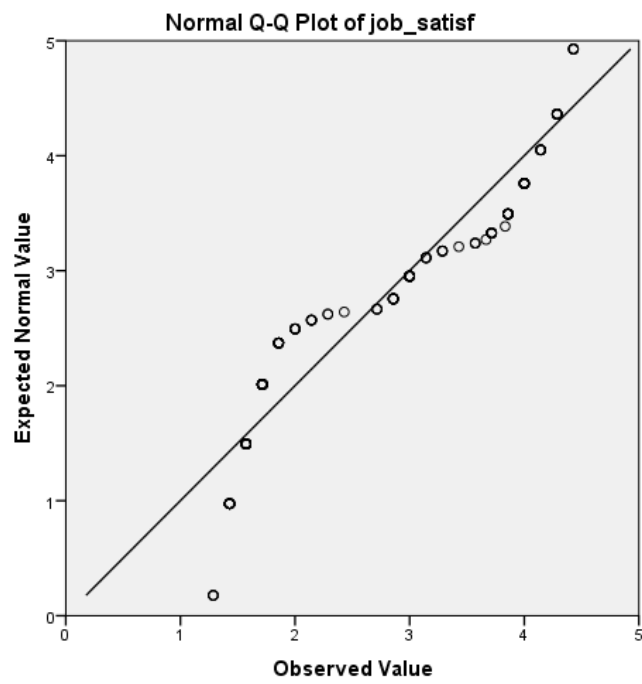


Figure 6

Normality test For Job Satisfaction



4.6 Correlation Analysis

Correlation analysis was conducted to establish the relationship between government policy and performance planning for the implementation of performance contracting in government ministries. The table below presents the findings indicating that there is a strong Pearson correlation coefficient of 0.866 at a p-value of 0.035. This implies that the employees' performance planning is significant in the implementation of the performance contracting process since the p-value of 0.035 is less than the conventional p-value of 0.05.

A study by Shirley (1998) reveals that the logic of performance contracts is persuasive. This was achieved by carrying out two empirical studies on analysing the effects of implementation contracts on profitability and productivity in hundreds of state enterprises in China, and the correlation between performance contracts, motivations, training and productivity was statistically examined. This study further found that there is no evidence that employee training assisted organisations in improving their efficiency or the performance contracting process. These findings imply that performance planning makes the implementation of the performance contracting process an easy and more achievable process. This could be due to the fact that trained employees perform better due to their understanding of the organisational processes.

4.6.1 Correlation Analysis Between Policy and Performance Planning

Table 17

Correlation Analysis of Government Policy and Performance Planning

		Performance Planning	Government Policy
Performance planning	Pearson Correlation	1	0.866
	Sig. (2-tailed)	200	0.035
	N	0.866	200
	Pearson Correlation	0.035	1
	Sig. (2-tailed)	1	200
Government policy	N		

4.6.2 Regression Results on Between Government Policy and Performance Planning

Regression is a statistical technique that describes a relationship between two variables in mathematical terms (Andre, 2004). Findings presented in Table 18 indicate an R-square value of 0.545, which implies that performance planning explains 54.5 per cent of the implementation of the performance contracting process in Government Ministries. These findings could be interpreted to imply that performance planning plays a significant role in the implementation process.

Table 18

Regression Results on Government Policy and Performance Planning

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.728 ^a	.545	.535	.42324	1.821

Table 19 presents the findings for the ANOVA test between government policy and performance planning in the implementation of performance contracting in the Government ministries. The findings indicated that government policy was significant,

although at a low F-value of 0.136 at a p-value of 0.024, which is just at the boulder of the conventional value of 0.05.

Table 19

ANOVA on Government Policy and Performance Planning

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6.390	2	3.195	0.153	0.045
	Residual	2071.191	189	20.921		
	Total	2077.581	191			

- a. Predictors: (Constant), use of policy guidelines, staff sensitisation on guidelines, adherence to policy guidelines, implementation plan, and policy planning.
- b. Dependent Variable: Performance planning

4.6.3 Correlation Analysis Between Training and Development and Performance Monitoring

The researcher undertook correlation analysis to establish the nature and strength of the relationships between variables training and development and the dependent variable performance monitoring.

Table 20

Correlation Analysis on Training and Development and Performance Monitoring

		Training and Development
Performance	Pearson Correlation	.308**
monitoring	Sig. (2-tailed)	.000
	N	200

** . Correlation is significant at the 0.01 level (2-tailed).

The study conducted a correlation analysis between training and development and performance monitoring. The findings indicated that $r=0.308$ and $p=0.000$. This

indicated that there exists a moderate positive and significant relationship between performance monitoring and training and development in Government Ministries. Therefore, the findings imply that management support enhances skills from training to the workplace in Government Ministries. The findings concur with Tsai and Tai's (2016) study that within a training program, the ability of the authorities to provide sufficient support (encouragement and guidance) and use communication openness in training management (feedback and discussion).

Training and development were measured by effective training and development programs, alignment of training and development to performance contracting and alignment of training and development to performance monitoring. The three constructs were regressed on performance monitoring, and the regression results were as shown in Table 21.

Results presented in Table 21, which displays the model summary, show that the three measures of training and development together explained 24.7 per cent of the variance in performance monitoring (Adj. $R^2 = .247$). In addition, the Durbin-Watson statistic of 2.155 suggested that the residuals of the three training and development measures were uncorrelated. Moreover, results indicated that there was a moderate positive correlation between training and development and performance monitoring.

Table 21

Regression Results on Training and Development and Performance Monitoring

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.506 ^a	.256	.247	.54313	2.155

- a. Predictors: (Constant), Alignment to performance monitoring, alignment to performance contracting, effective training and development
- b. Dependent Variable: Performance monitoring

As shown from the ANOVA Table 22, the F-test was highly significant ($F_{0.01; 3, 245} = 28.147$, $p < 0.000$). This indicates that the hypothesised multiple regression model was statistically adequate. Thus, the observed R^2 was significantly different from zero, and the multiple regression equation was a better predictor of performance monitoring.

Table 22

ANOVA on training and Development and Performance Monitoring

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24.909	3	8.303	28.147	.000 ^b
	Residual	72.272	245	.295		
	Total	97.181	248			

- a. Dependent Variable: Performance Monitoring
- b. Predictors: (Constant), Alignment to Performance Monitoring, Alignment to Performance
- c. Contracting, Effective Training and Development

Table 23

Multiple Regression Coefficients on Performance Monitoring

Model	Unstandardised Coefficients		Standardised Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	1.493	.263		5.675	.000
Effective training and development.	.094	.055	.096	1.693	.092
Alignment to performance contracting	.328	.063	.292	5.246	.000
Alignment to performance management.	.309	.051	.344	6.019	.000

- a. Dependent Variable: Performance Monitoring

The study also conducted a regression analysis to establish the regression coefficients connecting the independent and dependent variables, as illustrated by the equation illustrated below:

$$Y = 1.493 + 0.094X_1 + 0.328X_2 - 0.309X_3 + \varepsilon$$

Whereby Y represents performance contract. X_1 represents effective training and development, X_2 represents alignment to performance contracting, and X_3 represents Alignment to performance management. Thus,

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

It was also observed that the regression equation showed that a unit standard deviation increase in effective training and development was likely to increase the standard deviation of performance monitoring by 0.096, a unit standard deviation increase in the alignment of training and development to performance contracting was likely to result in a 0.292 increase in the standard deviation of performance monitoring while a unit standard deviation increase in the alignment of training and development to performance monitoring was likely to lead to 0.344 standard deviations increase in performance monitoring.

4.6.4 Correlation Analysis Between Top Management Commitment and Performance Reporting

A correlation analysis was conducted to establish the relationship between top management and performance planning for the implementation of performance contracting in government ministries. The table below presents the findings indicating that there is a moderate Pearson correlation coefficient of 0.765 at a p-value of 0.023. This implies that the employees' performance planning is significant in the implementation of the performance contracting process since the p-value of 0.023 is less than the conventional p-value of 0.05.

Table 24*Top Management Commitment and Performance Reporting*

		Performance planning	Top Management
Performance planning	Pearson Correlation	1	0.765
	Sig. (2-tailed)	200	0.023
	N	0.765	200
Top Management	Pearson Correlation	0.023	1
	Sig. (2-tailed)	1	200
	N		

** . Correlation is significant at the 0.01 level (2-tailed).

Objective three of the study sought to establish the effects of top management commitment on performance reporting for implementation of performance contracting in government Ministries. Management commitment was measured by planning, budgeting, and management support. The three constructs were regressed on performance reporting. The regression results were as given in the following tables.

Table 25*Regression Summary on Top Management Commitment and Performance Reporting*

Model	R	R Square	Adjusted R Square	Std. Error o the Estimats	Durbin- Watson
1	.566 ^a	.320	.312	.55672	1.778

a Predictors: (Constant), Budgeting, support, planning

b Dependent Variable: Performance reporting

As shown from the ANOVA table presented in Table 26, the F-test was highly significant ($F_{0.01; 3, 245} = 38.484$, $p < 0.01$). This indicated that the hypothesised simple regression models were statistically adequate. Thus, the observed R^2 was

significantly different from zero, and the multiple regression equation was a better predictor of performance reporting.

Table 26

ANOVA on Top Management Commitment and Performance Reporting

Model	Sum of		Mean Square	F	Sig.
	Squares	df			
1 Regression	35.783	3	11.928	38.484	.000 ^b
Residual	75.935	245	.310		
Total	111.719	248			

a Dependent Variable: Performance Reporting

b Predictors: (Constant), Budgeting, Support, Planning

Table 26 indicates that planning had a significant positive effect on performance reporting ($\beta_1 = 0.199$, $p > 0.05$), top management commitment had a significant positive effect on performance reporting ($\beta_2 = 0.337$, $p > 0.05$) while budget allocation also had a significant positive effect of performance reporting ($\beta_3 = 0.348$, $p < 0.05$).

Table 27

Multiple Regression Coefficient on Performance Reporting

Model		Unstandardised		Standardised		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.517	.281		1.837	.067
	Planning	.213	.057	.199	3.753	.000
	Support	.407	.064	.337	6.361	.000
	Budgeting	.377	.058	.348	6.539	.000

a. Dependent Variable: Performance reporting

The study also conducted a regression analysis to establish the regression coefficients connecting the independent and dependent variables, as illustrated by the equation

illustrated below:

$$Y = 0.517 + 0.213X_1 + 0.407X_2 + 0.377X_3 + \varepsilon$$

Whereby Y represents performance contract. X1 represents planning, X2 represents alignment to support, and X3 represents Alignment to budgeting. Thus,

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

The regression equation showed that a unit standard deviation increase in planning was likely to increase the standard deviation of performance reporting by 0.199, a unit standard deviation increase in management commitment was likely to increase the standard deviation of performance reporting by 0.337 while a unit standard deviation increase in budgeting was likely to increase the standard deviation of performance reporting by 0.348.

4.6.5 Correlation Analysis between Job Satisfaction and Performance Appraisal

A correlation analysis was conducted to establish the relationship between job satisfaction and performance appraisal for the implementation of performance contracting in government ministries. The table below presents the findings indicating that there is a moderate Pearson correlation coefficient of 0.008 at a p-value of 0.002. This implies that the employees' performance planning is significant in the implementation of the performance contracting process since the p-value of 0.002 is less than the conventional p-value of 0.05.

Table 28*Correlation Analysis on Job Satisfaction and Performance Appraisal*

		Job Satisfaction
Performance appraisal	Pearson	.008**
	Correlation	
	Sig. (2-tailed)	.002
	N	200

** . Correlation is significant at the 0.01 level (2-tailed).

Job satisfaction was measured in terms of empowerment, job fulfilment, compensation and job security. The four constructs were regressed on performance contracting. The regression results were as given in Table 29.

Results presented in Table 29, which displays the model summary, show that the four measures of job satisfaction together explained 31.2 per cent of the variance in performance reporting ($\text{Adj. } R^2 = .312$). In addition, the Durbin-Watson statistic of 1.677 suggests that the residuals of the three management commitment measures were uncorrelated. Moreover, the results indicate that there was a moderate positive correlation between management commitment and performance reporting.

Table 29*Regression Analysis on Job Satisfaction and Performance Appraisal*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.569 ^a	.323	.312	.55231	1.677

a Predictors: (Constant), Security, Empowerment, Compensation, Job fulfilment

b Dependent Variable: Performance appraisal

As shown from the ANOVA table presented in Table 30, the F-test was highly significant ($F_{0.01; 4, 244} = 29.155, p < 0.01$). This indicates that the hypothesised multiple regression models were statistically adequate. Thus, the observed R^2 was

significantly different from zero, and the multiple regression equation was a better predictor of performance reporting.

Table 30

ANOVA on Job Satisfaction and Performance Appraisal

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.575	4	8.894	29.155	.000
	Residual	74.433	244	.305		
	Total	110.008	248			

a Dependent Variable: Performance appraisal

b Predictors: (Constant), Security, Empowerment, Compensation, Fulfilment

Table 31 indicates that empowerment had a significant positive effect on performance contracting ($\beta_1 = 0.234$, $p < 0.05$), job fulfilment/ satisfaction had a significant positive effect on performance contracting ($\beta_2 = 0.246$, $p < 0.05$), Compensation had a significant effect on performance contracting ($\beta_3 = 0.266$, $p < 0.05$) while job security also had a significant positive effect of performance contracting ($\beta_4 = 0.267$, $p < 0.05$).

Table 31

Multiple Regression Coefficients on Performance Appraisal

Model		Unstandardised		Standardised		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.402	.303		1.329	.185
	Empowerment	.247	.056	.234	4.438	.000
	Fulfilment	.279	.061	.246	4.592	.000
	Compensation	.282	.056	.266	5.005	.000
	Security	.272	.055	.267	4.985	.000

a. Dependent Variable: Performance appraisal

The study also conducted a regression analysis to establish the regression coefficients connecting the independent and dependent variables, as illustrated by the equation

illustrated below:

$$Y = 0.402 + 0.247X_1 + 0.279X_2 + 0.282X_3 + 0.272X_4 + \varepsilon$$

Whereby Y represents performance contract. X1 represents empowerment, X2 represents alignment to fulfilment, and X3 represents Alignment to compensation, and X4 represent alignment to security. Thus,

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

The regression equation showed that a unit standard deviation increase in employee empowerment was likely to increase the standard deviation of performance contracting by 0.234, a unit standard deviation increase in job fulfilment was likely to result in a 0.246 increase in the standard deviation of performance contracting, a unit standard deviation increase in job compensation was likely to result in a 0.266 increase in the standard deviation increase in performance contracting while a unit standard deviation increase in job security was likely to lead to 0.2667 standard deviations increase in performance contracting.

4.7 Hypothesis Testing

To address objective one, the study sought to test hypothesis H₀₁: That there was no significant effect of government policies on performance planning for implementation of performance contracting in the government Ministries. From the findings, the p-value was less than 0.01. Therefore, based on the rule of significance, the study rejected the null hypothesis (H₀₁) and concluded that there was a significant effect of government policies on performance planning for implementation of performance contracting in government ministries.

To address objective two, the study sought to test hypothesis H₀₂: That there was no significant effect of training and development on performance monitoring for

implementation of performance contracting in the government Ministries. From the findings, the p-value was less than 0.01. Therefore, based on the rule of significance, the study rejected the null hypothesis (H_{01}) and concluded that there was a significant effect of training and development on performance monitoring for implementation of performance contracting in government ministries.

To address objective three, the study sought to test hypothesis H_{03} : That there was no significant effect of top management commitment on performance reporting for implementation of performance contracting in government Ministries. From the findings, the p-value was less than 0.01. Therefore, based on the rule of significance, the study rejected the null hypothesis (H_{03}) and concluded that there was a significant effect of top management commitment on performance reporting for implementation of performance contracting in government ministries.

To address objective four, the study sought to test hypothesis H_{04} : That there was no significant effect of job satisfaction on performance appraisal for implementation of performance contracting in government ministries. From the findings, the p-value was less than 0.01. Therefore, based on the rule of significance, the study rejected the null hypothesis (H_{04}) and concluded that there was a significant effect of job satisfaction on performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings, conclusion, and recommendations with considerations of chapter four results. Firstly, the chapter presents an overview of the importance of the study, which mainly encompasses objective of the study and findings. In the second section, there will be a substantive presentation of conclusion based on the specific goals using the findings and results gained in chapter four. Lastly, a section on recommendations for some improvements based on the detailed objectives as well as suggestions for further studies have been covered.

5.2 Summary of the Findings

Major target of this study was employees in the four government ministries in Kenyan public sector. Whereby, the study evaluated the experience of the employees with organisational factors like top management commitment, government policies, job satisfaction as well as training and development on implementing result-based management practices. The study employed Likert scale of a range between 1 to 5 whereby 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, SA = Strongly Agree = 5. In this chapter, the summary has been conducted in line with the objectives of the study and based on the output of the descriptive analysis of each independent variable.

5.2.1. Government Policies and Performance Planning

The first objective of this study was to establish the effect of government policies in the implementation of performance contracting process in the government ministries. The researcher used the multiple regression model to evaluate major predictors of government policies such as performance planning and staff sensitisation on whether they adhere to policies and guidelines in implementing performance contracting on results-

based management and to also arrive at the findings where deductions and relationships were established. Various factors that led to influence of government policies encompasses political goodwill, employees reward and reprimand and follow up activities. Government policies were evaluated among employees and findings indicated that government policies influenced the implementation process in performance contracting.

The majority of the respondents indicated that government policies highly influence the implementation process and make it easier based on the factors measured. Statistical findings found a correlation coefficient value of (0.688) which was moderate. Further analysis revealed that government policies explained 52.1% of the PC implementation process, which is considered moderate. However, although the study revealed that government policies influence the implementation of performance contracting and result-based processes in Kenya to a great extent, it was found to be wanting and remains a challenge, especially in Kenyan government ministries.

5.2.2 Training and Development and Performance Monitoring

The study sought to establish the level of training and development among the employees who participated in this study. The findings indicated how government ministries have effective training and development programs. To a large extent the ministry aligns training and development program with performance contracting. The majority of the respondents agreed on improvement of job performance after training, a clear indication of effective performance among employees. Further, majority of the respondents to large extent agreed that the training and development program conducted with government ministries are aligned with performance monitoring. The findings also indicated that to a large extent, the ministry aligned with performance contracting while undertaking training and development. In this question, majority of the respondent agreed that most

government ministries worked enthusiastically in setting training programs that would add new skills to employees in the ministries. Further, majority of the respondents acknowledged that the training had helped them to solve problems in the workplace, and are more creative and innovative after training and enjoy challenging and difficult tasks at work which give them an opportunity to apply skills learnt in training.

The findings show that majority of the respondents to a large extent transferred the skills they learned in training back to the work place in the government ministries. This finding corroborates findings from a study conducted by Maina (2016) that was conducted in a Kenyan public sector setting on the relevance's of training and development.

5.2.3 Top Management Commitment and Performance Reporting

The study sought to establish effect of top management commitment on implementation of performance contracting and result-based management in the Kenyan government ministries. Based on the findings, the respondents clearly indicated that they get enough support from the top management by the top management strongly availing requisite resources necessary for implementation of PC and that management practices fair evaluation of Performance contracting outcomes. According to Thompson (2015), Strategic leadership is responsible to direct the top management of an organisation and the Board, to the stakeholders in the business and therefore he must be committed to have effective a result-based leadership approach. The respondents agreed that to successfully improve the overall probability that the strategy is implemented as intended, commitment by top management is mandatory and that top management shows commitment to the strategic direction. The respondents also agreed that top managers demonstrate their willingness to give energy and loyalty to the implementation process and that there exists good relationship between managers and staff.

The study found that the respondents strongly agreed that the organisation avails the requisite resources necessary for the implementation of strategy and that management practices fair evaluation of PC outcomes. From the study, it was noted that to successfully improve the overall probability that the strategy is implemented as intended, commitment by top management is mandatory, and that top management shows commitment to the strategic direction itself. The respondents also indicated that top managers should demonstrate their willingness to give support and loyalty to the implementation process and ensure that there exists a good relationship between managers and staff. This is very important for the performance contracting and result-based management implementation process to be effective. The top leadership must also be in the right positions for the effective implementation of new strategies (Jones & Hill, 1997). The findings of this study are in conformity with the views of these scholars because it has revealed that where there is laxity in management to implement performance contracting and result-based management.

5.2.4 Job Satisfaction and Performance Appraisal

The literature review clearly depicted job satisfaction production process in the government ministries in Kenya with different realities. Based on the results, the study revealed a number of differences in the satisfaction among government employees, not only because of the diversity of the methods satisfaction measurements used, but probably also because of diversity on four major government ministries in which the study was undertaken based on motivation, job security, staff empowerment, personal fulfilment as well as compensation. Nevertheless, some key trends can be identified from the results. Firstly, theories and measurements of job satisfaction using motivation, gender as well as education in government ministries in Kenya are clearly derived in the results.

The results reflected, to some extent, factual findings from different scholars in the reviewed literature. The study aimed at determining effect of performance appraisal and job satisfaction in the government ministries in Kenya. It was established that staff in the ministry are empowered on job through involvement in decision-making and that the ministry ensures staff have a sense of personal fulfilment. The study also determined that attitude towards work has a strong positive correlation with Job Satisfaction. The findings in the study also established that the ministry has a good compensation plan for employees. This was evident with the rewards that employees received after attaining good results in the performance evaluation exercise conducted annually. This in turn gave the employees job satisfaction and job security hence making them more productive and result-oriented. Therefore, an appropriate appraisal exercise that generates satisfaction seems to have serious motivational power.

As the result, the research suggested that, Satisfaction on appraisal is linked to rewards, performance, communication, social interaction and motivation. I would suggest that it is more complex than the construct of general Job Satisfaction. The study clearly indicates a weak relation between Job Satisfaction and Job Performance. The study somewhat modified some of the job satisfaction theories. General Job Satisfaction is clearly based on attitudinal aspects while Appraisal Satisfaction results to be based on both, attitudinal and cognitive aspects - influencing job performance through organisational commitment, at the same time having a strong and direct influence on Job Satisfaction.

5.3 Conclusions

In this study, the following conclusion was deduced within government policies, training and development, top management commitment and job satisfaction. The study concludes that government policies enhance performance contracting to achieve result-based management practices. The study also concludes from the findings that

performance contracting indeed increases service delivery in the government ministries, as overwhelmingly attested to by the findings, and greatly so, going by the respondents' high levels of agreement. It also goes that performance contracting indeed greatly influences institutions' standards and performance targets, an important proxy in determining organisations' effectiveness, as overwhelmingly attested to by the findings, going by the high levels of agreement from respondents across the departments.

The study concludes that the four major government ministries implement training and development to most employees in the top management, thus having a moderating effect on implementation of performance contracting and result-based management to junior employees. In the findings, top managers in the ministries have been undertaken through training on how to implement the performance contracting and result-based management process and that is why the corporation has been very steady in its performance. However, training has been seen as a seasonal and has been given minimal consideration to junior employees do not have the basics on the same and this has seriously affected their performances. Though, inductions have always been prioritised, calls for training from time to time if the process of PC implementation has to be effective. Kenyan government ministries should have a sound policy on how to train their top managers on how to implement the PC and result-based management process. A comprehensive organisation culture is very important for any strategy implementation. The culture of healthy completion should be embraced by the four government ministries if at all they want an effective implementation of performance contracting process in their organisations' culture of rewarding good performers, togetherness, etc. should be encouraged by the top management. All the performance targets should be pegged on available resources. Over ambitious in targets setting will have a negative effect during the implementation stage of the Performance contracting, therefore the top managers

should set realistic target with clear financial budget and clear implementation strategies.

Further, budgets timeline should be adhered to avoid unnecessary delays during the implementation stage of the set targets. Commitment from the top managers is very important for any strategy implementation, including the performance contracting process. Top managers should lead by example. They should recognise the hard-working employees by promoting them, a token of appreciation, issuance of recommendation letters etc. Line managers should encourage one to one meeting with the employees at a designated time so that they can discuss the progress of work done. This should be undertaken on an annual basis. Managers should give a total support to their subordinates especially on areas of underperformances. Managers should avail requisite resources necessary for implementation of performance contract and that management should practices fair evaluation of PC outcome. Top managers should clearly understand that their commitment is mandatory and it is upon them to shows commitment to the strategic direction that the firm is ending to. Finally, management should note that employees turnover lead to disruption of existing routines or the loss of an employee's accumulated experience to a great extent, the effect of turnover on performance contracting depends on the nature of the environment in which turnover occurs to a great extent, employees' turnovers have a significant effect on performance contracting in the Kenya's government ministries.

Based on the study, there are more justified facts that top management commitment through performance contracting improves result-based management among government ministries. These attributes to increasing Total Quality management. Total Quality Management is quite often in improving the level of satisfaction in the government ministries. Notwithstanding, Top management commitment have been mentioned in the

study as an element that provides an insight in making decisions among government ministries by incorporating aspects like reward, encouragement as well as monitoring.

In this study, the major subject of great interest in the studies of human resource management is job satisfaction. Number of government ministries, state corporations, and result-based management approaches has been identified to enhance satisfaction level. However, these factors have been revisited frequently and job satisfaction elements information is still inconclusive. This aspect has resulted to creating a conceptual model to assess the magnitude of different factors that might enhance job satisfaction of employee in public sector work setting. As the empirical findings suggest, how efficiently employees use their resources is partly due to personality differences. Finding out whether employees are as satisfied at work as they can be is important.

It is well established in the literature that happy employees, who are satisfied with their jobs, make a positive contribution to organisational sustainability objectives. This study has provided a clear response on new direction through focusing on not only job satisfaction determinants, but also whether employees can reach their job satisfaction potential and whether and how organisations can assist in accomplishing this task. Therefore, despite acknowledged limitations, this study offers a new perspective that should help shift the emphasis of organisational initiatives, including endeavours towards plans that avoid mismatches between personality and a work-related setting.

5.4 Recommendations

5.4.1 Recommendation for Policy

Based on the findings and conclusions of this study, the following recommendations are made: The study established that training and development have significant influence on performance contracting and result-based management. Government policies have a

minimal address on issues of training and development on addressing work environment. Therefore, it is recommended that transfer of training be included in the next review of the policy and specifically address issues in the workplace that often a time affect the impact of training.

Secondly, the findings indicate that supervisors in Kenyan State Corporations meet regularly to plan how to transfer training. This should be encouraged on top of this support; supervisors should set new targets that give employees opportunities to practice new skills learned in training. Supervisors should regularly check whether employees put into practice what they learn in training and regularly give them feedback on how they are progressing in applying the skills learnt in training. The supervisors should also help employees when they have problems applying their new skills in the work place.

Thirdly, based on the findings, the ministry has effective training and development programs that have influence on employees compared to other factors within the workplace. It is recommended that Kenya's government ministries should capitalise on this by further enhancing interpersonal relationships among employees and coming up with structures to support peer learning and exchange. Opportunities where team work can be applied should be created to enhance the level of transfer of skills learned. State corporations can encourage knowledge sharing platforms that would offer opportunities for trainees to share what they learned in training.

Fourthly, rewards seem to have a less influence compared to other factors within the work place, such as peer influence and supervisor support. This could be due to the type of rewards offered. According to the expectancy theory, the type of reward offered has an effect on the valence of the rewards hence it is recommended that Kenyan state corporations come up with better reward systems to recognise the efforts put by employees who transfer training.

The fifth recommendation pertains to top management commitment. State corporations should avail resources necessary for transfer of training including the post training related technology necessary to implement training. That means before embarking on training of employees on new technology, they should ask themselves if they have the necessary technology so that once the training is over, the employees can have access to the technology. Budget Support is also necessary. It is not enough to budget for training, it is necessary to budget for the transfer of training so that employees have a regular supply of equipment, tools and materials necessary for them to apply new knowledge. It is also recommended that the workload for employees should be manageable, so as to allow employees apply skills learned. Employees should not feel stressed in an attempt to apply the skills learned. In addition, state corporations must improve their physical environment to make employees comfortable to apply skills learned.

Finally, motivation to transfer is seen to play a moderating role by enhancing the effect of the independent variables on transfer of skills from training to work. HR officers in Kenyan state corporations should therefore consider how to increase motivation to transfer training for example by encouraging the employees and showing them that they could overcome obstacles that prohibit application of new knowledge and skills at work place. Recognition and appreciation are also another way of motivating staff to apply skills learned in training.

5.5 Recommendations For Further Study

Firstly, the major focus of this study was to establish effects of top management commitment on performance reporting for implementation of performance contracting in the Kenyan government ministries. However, there may be other factors and moderators that affect the strength of their relationship to implementation to enhance effectiveness in the government ministries. Future research that considers top management's role

simultaneously with both internal features, such as organisational culture and exploring employee's potential interaction, would contribute to a more comprehensive understanding of the antecedents to effective result-based management approach. Second limitation involves the use of a single-informant design, which focuses merely on suppliers. This suggests a barrier to the comprehensive evaluation of relationship quality. Relationship quality represents the strength of top management commitment.

Therefore, measuring relationship quality as perceived by employees in the public sector, as this study does, fails to capture the actual nature of the construct. Although choosing the appropriate key informant can help improve the accuracy of the data (Huber & Power, 1985), multiple informants could help to cross-validate the data and eliminate the possibility of a common method bias. Future research using case study as a research setting and comparing perspectives from both top management commitments should be considered to aspiring scholars in the field of human resource practitioners.

In addition, as previously discussed, there might be tension between top management and government policies. Focusing therefore only on managers responsible for setting training and development policies to enhance result-based management to employees, as the present study does, it might be a little one-sided. Future research using both top management commitment, government policies, training and development as well as the unit of analysis will provide a more balanced and objective view of the role of top management in Kenyan government ministries.

Thirdly, low variance of performance that is clarified by the relationship quality indicates that performing well at a technical level is not the only factor that affects performance. Hence, future research attempting to examine aspects of government ministries in regard to other drivers of performance will add to our understanding of the antecedents to superior performance in the public sector. In this context, future research can also examine

non-financial outcomes of government ministries along with financial ones. Such an investigation will add to our understanding of the full benefits' top management commitment relationships, as well as of the interplay between them. In addition, future research can examine the role of top management in relation to the level of job satisfaction. It is likely that the extent of the top management involvement will be determined through encouragement of cross-organisational responsiveness.

Finally, considering that the hypotheses are well grounded, there is the possibility that top management involvement can be detrimental in certain circumstances. Guesalaga and Johnston (2010) note that challenges can occur when top managers make decisions regarding a customer without having enough knowledge of their strategy or their competitive environment, or when top managers try to take over the account during negotiations, diminishing the key account manager's role as the primary contact.

Thus, future research exploring the potential negative impact will offer a more comprehensive picture of the implications of top management involvement. Much emphasis focused on maximising job satisfaction in this research. This is in line with a long-standing research stream that regards job satisfaction as an independent variable which seizes employees' complete evaluation of their working conditions and providing a summative variety of job satisfaction surface. Nonetheless, the study of job satisfaction should be extended to set alternative measures of improving the setting environment of employees in the Kenyan government ministries that includes life satisfaction developed in psychological studies. For instance, there are clear facts in the literature suggesting that personality can change due to factors other than intrinsic motivation. The present analysis should be extended in future studies to consider personality as a time varying variable. The study only scratched the surface of a potentially fruitful line of inquiry on gender and sector differences in how employees

utilise their personal, physical, and psychological resources. Developing a sound theoretical framework for exploring such differences in future empirical analysis is a promising way to develop this research further. Within this context, a separate analysis with a refined occupational category will provide a sharper focus for identifying the psychological mechanisms that explain how employees utilise their resources in improving their working conditions.

The present study contends that data capturing observations that span across two decades provides sufficient depth and breadth to explore the proposed stochastic frontier methodology under robust, longitudinal conditions. Nevertheless, scholars are encouraged, for the purpose of comparison and validation in future studies, to utilise the best data available to them by extending their studies beyond Kenyan government ministries and state corporations to examine the present findings, and compare and contrast them with their institutional findings on result-based approach of job satisfaction. Lastly, in general terms, the question of whether employees are as satisfied with their job as they can be presupposing that the level of a complex and intangible metric such as employees' job satisfaction can actually be maximised. As the number of alternative antecedents to employees' job satisfaction increases, so does the difficulty of adequately assessing every alternative antecedent and comparing the latter to every other alternative antecedent. To this end, the challenge with the present study's maximising objective is not that we aim for the highest job satisfaction levels, but rather that high levels are being targeted with seemingly limitless choice alternatives. To make the notion of maximised job satisfaction meaningful, it is thus advisable to treat the maximisation objective as a constrained measure.

Examining ways to improve job satisfaction scores as an analytical endeavour has always been subject to the personal, physical, and psychological resources that are

captured by data at the analyst's disposal. Therefore, maximised job satisfaction in this study is seen as reaching for an employee's job satisfaction potential, albeit with the explicit recognition that the analysis cannot control for all conceivable influencing factors in a single study. It is in this sense that the application of a stochastic frontier analysis is examined in an exploratory rather than a finite empirical setting. It follows that future studies are encouraged to utilise alternative personal, physical, and psychological resources and perhaps also to extend the examination beyond Kenyan government ministries and explore the resource efficiency perspective from a different divergent point of view.

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Appendix II: Questionnaire

Dear Respondent,

You are kindly requested to respond to all the items in this questionnaire. Respond as honestly and as truthfully as possible. Your confidentiality is assured. (Tick) (√) where appropriate or fill in the required information on the spaces provided. **Effects of Selected Organizational Factors on Implementation of Performance Contracting in Government Ministries in Kenya.**

The main purpose of this questionnaire is to gather information on the extent to which necessary conditions for fulfilling performance contracting have been satisfied by Kenya government ministries.

The answers should be indicated directly on the spaces provided or by ticking (√) the most appropriate answer.

A: General Information

Name of your Ministry:.....

- 1 Kindly state your gender. Male Female

- 2 What is your educational qualification?
Bachelor's Degree [] Diploma [] Master's Degree []
PHD [] Any other [] (specify)

- 3 What is your age bracket in years?

(a) Over 50 years (b) 40 – 50 years (c) 31 – 40 years (d) 25 – 30 years

- 4 What is your job title?

(e) Under 25 years

B1: Government Policy

This subsection shows a series of constructs on effects of government policy on performance planning for effective implementation of performance contracting in ministries in Kenya. Please indicate your level of agreement/disagreement by ticking (√) against each of the questions in the space provided.

Key: Strongly Disagree (**SD**); Disagree (**D**); Neutral (**N**); Agree (**A**); and Strongly Agree (**SA**)

	Constructs	SD	D	N	A	SA
B1.1	The ministry uses the government policy guidelines during performance planning for effective implementation of performance contracting.					
B1.2	The ministry sensitises its staff on the benefits of adhering to the government policy guidelines					
B1.3	The staff in the ministry adhere to the policy guidelines while carrying out performance planning activities					
B1.4	The ministry has in place policy implementation plan					
B1.5	There is effective policy planning in the ministry					

B1.6 Briefly highlight a few things you feel the ministry needs to do which it is not currently doing within its policy guidelines to improve its performance planning activities.

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C2: Training And Development

This subsection shows a series of constructs on effects of training and development on performance monitoring for effective implementation of performance contracting in ministries in Kenya. Please indicate your level of agreement/disagreement by ticking (√) against each of the questions in the space provided.

Key: Strongly Disagree (**SD**); Disagree (**D**); Neutral (**N**); Agree (**A**); and Strongly Agree (**SA**)

	Constructs	SD	D	N	A	SA
C2.1	The ministry has effective training and development programs.					
C2.2	The ministry training and development programme is aligned to performance contracting.					
C2.3	The ministry training and development programme is aligned to performance monitoring.					

2.5 Briefly highlight a few things you feel the ministry needs to do which it is not currently doing as it carries out its training and development activities for performance monitoring.

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D3: Top Management Commitment

This subsection shows a series of constructs on effects of top management commitment on performance reporting for effective implementation of performance contracting in ministries in Kenya. Please indicate your level of agreement/disagreement by ticking (√) against each of the questions in the space provided.

Key: Strongly Disagree (**SD**); Disagree (**D**); Neutral (**N**); Agree (**A**); and Strongly Agree (**SA**)

	Constructs	SD	D	N	A	SA
D3.1	Top management is always plan to achieve the task assigned by the ministry.					
D3.2	The top management allocate budget towards the ministry's performance reporting.					
D3.3	The top management supports efforts towards achievement of effective performance reporting in the ministry.					
D3.4	Due to effective performance reporting in the ministry, the ministry is able to effectively implement its performance contracting.					

D3.5 Briefly highlight a few things you feel the ministry's top management needs to do which it is not currently doing to improve its efforts to have effective performance reporting.

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E4: Job Satisfaction

This subsection shows a series of constructs on effects of job satisfaction on performance appraisal for effective implementation of performance contracting in ministries in Kenya. Please indicate your level of agreement/disagreement by ticking (✓) against each of the questions in the space provided.

Key: Strongly Disagree (**SD**); Disagree (**D**); Neutral (**N**); Agree (**A**); and Strongly Agree (**SA**)

	Constructs	SD	D	N	A	SA
E1.1	The staff in the ministry are empowered on job through involvement in decision making.					
E1.2	The ministry ensures staff have a sence of personal fulfilment.					
E1.3	The ministry has a good compensation plan for employees.					
E1.4	The ministry has a good package to ensure employees' job security.					

E1.5 Briefly highlight a few things that you feel the ministry needs to do which it is not currently doing to ensure that there is sufficient job satisfaction to warrant effective performance appraisal.

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E1.6 What challenges are you facing in implementation of performance contracting in your ministry?

.....

.....

.....

D1.7 Briefly highlight how the ministry should address the above challenges it is facing while implementing performance contracting.

.....

.....

.....

Thank You For Your Cooperation!

Appendix III: NACOSTI Authorization Letter



Appendix IV: NACOSTI Research Permit


THIS IS TO CERTIFY THAT:
MS. GRACE MUMBI NDUNGU
of MASENO UNIVERSITY, 0-40100
KISUMU, has been permitted to conduct
research in Kisumu , Mombasa
Nairobi Counties

Permit No : NACOSTI/P/19/22469/30788
Date Of Issue : 25th June,2019
Fee Received :Ksh 2000

on the topic: EFFECTS OF ELEMENTS OF
RESULT BASED MANAGEMENT ON
PERFORMANCE CONTRACTING OF THE
KENYA GOVERNMENT MINISTRIES:A
CASE ANALYSES OF STATE
DEPARTMENTS OF ENVIRONMENT;ARTS
AND CULTURE;ENERGY;FISHERIES AND
BLUE ECONOMY

for the period ending:
24th June,2020

Applicant's
Signature


Director General
National Commission for Science,
Technology & Innovation


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REPUBLIC OF KENYA

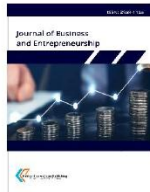

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Appendix V: Evidence of Conference Participation



Appendix VI: List of Publications



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JBE

Effect of government policy on performance planning for implementation of performance contracting in the government ministries in Kenya

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Abstract

The study sought to analyse the effects of government policy on performance planning for the implementation of performance contracting in government ministries in Kenya. A mixed-method type of design was adopted. Stratified sampling was used to sample four government ministries. In sampling staff to be interviewed, top and middle-level management totalling 831 were identified. Thirty per cent of the 831 (249 staff members) were considered to be representative enough for the study. The study used descriptive and inferential statistics. The study used ANOVA, regression analysis, and correlation to analyse the relationship between variables. The study finding observed that there was a strong correlation coefficient of 0.866 at p-value of 0.035 between government policy and performance planning, which implied that employees' performance planning is significant in the implementation of performance contracting; a unit standard deviation increase in effective training and development was likely to increase the standard deviation of performance monitoring by 0.096 on implementation of performance contracting; a unit standard deviation increase in top management commitment was likely to increase the standard deviation of performance reporting on performance implementation by 0.337. The study concludes that government policies have an effect on performance contracting in government ministries in Kenya. Further, the conclusion was that government policy has minimally addressed issues of training and development. Therefore, it is recommended that transfer of training be included in the next reviews of the government policy and specifically addressed in the workplace that often affect the impact of training and development.

Key terms: Contracts, employees, government, planning, government policy.

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Establishing the effects of training and development on performance monitoring for implementation of performance contracting in the government ministries in Kenya

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Abstract

The study aimed to establish the effect of training on performance monitoring for implementation of performance contracting in the government ministries in Kenya. A mixed-method type of design was adopted. In sampling staff to be interviewed, top and middle-level management totalling 831 were identified. Thirty per cent of the 831 (249 staff members) considered it to be representative enough. The study adopted descriptive and inferential statistics. The study used ANOVA, regression analysis, and correlation to analyse the relationship between variables. Reliability of instruments was assessed using Cronbach's alpha coefficient, whose alpha value is equal to or greater than 0.70, which is considered sufficient. Content Validity Ratio (CVR) was calculated for each item, and items with a CVR value below 0.99 were eliminated. The final instrument comprised 22 items with CVR values ranging from 0.99 to 1.00. The study found that a unit standard deviation increase in effective training and development was likely to increase the standard deviation of performance monitoring by 0.096 on implementation of performance contracting. The study concludes that training and development have an effect on performance contracting in government ministries in Kenya. The study further recommends that transfer of training and development be included in the next review of the policy.

Key words: ANOVA, contracting, development, monitoring, training.



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