

**PERFORMANCE CONTRACTING STRATEGY AND SERVICE DELIVERY BY
MANAGEMENT STAFF IN COUNTY GOVERNMENT OF BOMET, KENYA**

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**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS,
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DECLARATION

I proclaim that this research project is my own work and has not been presented for award of a degree or diploma in any other university/institution. No part of the project should be reproduced without permission from the author and or Kenyatta University.

Signature.....

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I confirm that the work reported in this research project was carried out by the candidate with my approval as the appointed university supervisor

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DEDICATION

I devote this study to my loving wife Maureen Yegon, children Swinnie, Santana, Santino, and Silvana not forgetting my parents Joel and Ruth Chumo.

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ABBREVIATIONS AND ACRONYMS

CEC	Chief Executive Committee
CGA	County Government Act
CGOB	County Government of Bomet
CIDP	County Integrated Development Plan
CO	Chief Officer
CPMF	County Performance Management Framework
EAC	East Africa Community
ERS	Economic Recovery Strategy
NACOSTIC	National Commission for Science Technology and Innovation
PC	Performance Contracting
PFM	Public Finance Management
RBM	Result Based Management

OPERATIONAL DEFINITION OF TERMS

Communication strategy: This entails dissemination of timely, useful and accurate information within the organization.

Employee involvement: It includes active engagement of employees towards attaining set company objectives and goals.

Goal setting: Process of identifying something that an organization s to accomplish and establishes measurable goals and timeframes

Job satisfaction: It refers to staff contentment in carrying out their intended duties recommended in their job.

Organization commitment strategy: An attachment to the organisation characterised by an intention to remain in it; due to job satisfaction, work environment and employee commitment.

Organizational efficiency strategy: Organization's effective leadership to implement its innovation in an accountable manner using scarce resources.

Performance contracting: It encompasses the set of measures incorporated by management to help achieve targets, evaluate performance, and assess feedback, organizational commitment, and communication.

Performance measurement strategy: Involves the target setting, performance evaluation and analysis of feedback in the organisation.

Service delivery: The county government service delivery measured in form of citizen satisfaction, timely settlement of bills and completion prioritization of projects.

ABSTRACT

The County Government of Bomet has implemented performance contracting to address challenges in service delivery, particularly in areas such as service accountability, client satisfaction, and feedback structure. This approach outlines the responsibilities and expectations of all involved parties to collaboratively achieve mutually agreed-upon targets and enhance overall performance. The objective of this research was to evaluate the influence of performance contracting strategy on the Service delivery by management staff in County Government of Bomet. The specific focus was on examining the effect of performance measurement, organizational commitment, communication, and organizational efficiency strategies in the County Government of Bomet. The study employed expectancy theory, goal-setting theory, SERVQUAL model and new public management theory. Explanatory research design was utilized. The target population was 260 management staff and stratified random sampling technique was used to select 70 respondents. The study employed a semi-structured questionnaire to gather both qualitative and quantitative data. A semi-structured questionnaire was utilized to gather data. A pilot study was conducted on 10% of the respondents prior to the actual data collection. The investigator's supervisor peers and expert's opinions determined validity of the research instrument. Reliability was determined using Cronbach's alpha formula. The gathered data was analysed using descriptive and inferential statistics with the aid of Social Package for Statistical Science. Data analysed was presented using tables, and figures. Validity was determined by giving the questionnaires to the experts in the field of strategic management whose comments and advice were incorporated during drafting of the research instruments. Reliability was tested using Cronbach's alpha at alpha value of greater than 0.70. The findings indicated that organizational efficiency had the most substantial favourable impact on service delivery. Conversely, performance measurement had a noteworthy adverse effect, while effective communication had a constructive effect. Organizational commitment, however, was not significant in explaining the variation in service delivery. Specifically, project prioritization was realized as a result of timely completion of projects, and effective leadership increased citizen satisfaction. The study concluded that service delivery is notably influenced by organizational efficiency, accountability, innovation, and effective leadership. The study found out that service delivery is influenced by improving communication strategy in the county. The county government need to recheck the performance evaluation strategies so as to benefit in improving delivery of services. Proper systems were required to improve service delivery. Furthermore, the research's findings have policy implications for effective and efficient service delivery not only in the County Government of Bomet but also in other Kenyan county governments.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Service delivery can be traced to four thousand years ago, when organized military started (Rice 2004). Public service has evolved through centuries with developed countries modelling core service like water supply, electricity, health and education as primary role of governments in the nineteenth century (Haley 2016). The author further argues that service delivery has been a challenge in the developing countries, where coverage of basic service like water and electricity is only common in wealthy and middle class neighbourhoods. As a global initiative to encourage the provision of basic infrastructure and service delivery in public service to marginalized demographics, the United Nations has come up with the Sustainable Development Goal 5 (Pandey, and Kumar 2019). Service delivery concept is used in different contexts to allude to different conclusions; mostly it refers to the provision of intangible items and emotional social support (Rasul, and Rogger 2018).

Globally, service delivery in Europe has been hindered by the ageing population leading to shortage of skilled labour, nepotism and global political instability (Kearney 2018). In China poor public participation and rising level of illiteracy which leads to ignorance on government regulations among the low income citizens cannot hold the government to account for efficient service delivery (Yuan, Zhou, Liu, Yang, and Shen 2018).

In African countries, service delivery is hampered by many challenges among them are corruption, nepotism, starting salary for new employees and huge salary gaps between senior level and junior level employees, poor working conditions hindered effective output in public service. Tanzanians has experienced long bureaucracy, unnecessary regulations,

and unfriendly treatment of citizens has held down service delivery (Syakur, Susilo, Wike, and Ahmadi 2020).

The public sector service delivery in Kenya faces numerous hurdles, including low levels of customer satisfaction, limited service accessibility, low responsiveness, and notable absence of records on customer feedback. Quality of life of citizens is affected as a result (Nyamu, 2017). The devolved governments have encountered some challenges in service delivery majorly caused by political interference, poor human resource policy, weak governance systems, lack of transparency and accountability (Wanjala, Njoroge, and Bulitia 2017). The Bomet County Government has identified challenges in service delivery, including insufficient planning, a lack of employee expertise, difficulty in implementing changes, and insufficient monitoring and evaluation, as reported by Cheruiyot in 2018.

Tan (2020) suggests that the concept of performance contracts arose due to the belief that public institution's performance has systematically fallen short of public's expectations. Globally many countries have developed strategies and policies to encourage innovation in public sector to automate and improve service delivery (Biljohn and Lues 2020).

While governments have also rapidly adopted policy changes to address the emerging issues, further, governments globally have resorted to transform the Public Service to enhance responsiveness and utilize scarce resources to improve service delivery (Orlando, Beard, and Kumar 2019). Further, the authors assert that among the many approaches in public service, service delivery has been majorly utilized as a transformative strategy. The following countries have taken remarkable effort: Singapore has developed a Strategy framework which prioritize service delivery and improvement through persistent empowerment and engagement (Biljohn and Lues 2020). In Asia, the technique is

implemented in India, Korea, Bangladesh, China, Sri Lanka and Pakistan (Cinaroglu 2020).

In Africa, the inadequate performance of public institutions in delivering services has prompted the implementation of new public sector reforms aimed at tackling these problems, as noted by Nkomo in 2017. As a solution, certain countries like Algeria, Nigeria, and Gabon have adopted contracting of performance, outlined by Mark in 2018. The author notes Libya specifically has employed performance contracting being a measure to enhance service delivery and make governance more effective and efficient. In addition, the country, in 2009, released what is referred to as strategy for Libyan innovation (Martin, and Williams 2019).

The Kenyan Government on realization the need to improve public sector performance took a step to introduce performance contracting as means of management to influence public service (Callahan 2019). As stated in a 2013 policy paper of Government of Kenya, Control Contract System is a state agency tasked with overseeing general performance contracts, and it is part of the control technology expertise division. The Kenyan government presented Performance Contracting (PC) to be a method to enhance the performance of state agencies and stimulate economic development, as highlighted by Musa in 2017. Over time, county governments have put various reforms in place to reshape the operations of the public sector and improve its overall performance, as noted by Anwar and Abdullah in 2021. The insufficient or ineffective delivery of services affects the quality of life for the residents of Bomet County and hinders the progress of nations building, highlighted by Bett in 2022.

1.1.1 Service Delivery

Heskett (2006) argues service delivery as the achievement of organizational goals with the aim of meeting the needs of citizens, employees, and investors. The author contends that achieving this can be accomplished by establishing a shared and clear understanding of the objectives between management and employees. Nyamu (2017) argues that service delivery entails engagement between the government and its citizens in order to meet their respective needs. Hence, citizens have a right to demand quality and affordable services delivered in friendly treatment (Suresh, 2017).

Provision of services is paramount to each organisation as it advances ventures (Koehler 2018). Cheruiyot (2018) argues that service provision in this case, entails the availing of goods and service towards the satisfaction on citizens. Successful provision is ensured by practising proper time management, accessibility and quality of the goods or services provided (Cheruiyot 2018). Citizen satisfaction refers to the general perception of a citizen towards the functioning of his/her government (Martin and Williams 2019). When service is listed to be offered and upon a client visit, the service is available, it demonstrates the service reliability (Lesere, 2018). The author further argues that it is the core function of governments to ensure that there is delivery of reliable service to its citizens who are the main clients

Service reliability can also be measured by the average maintenance time, and the availability of technically qualified staff to maintain or offer the service (Rashid 2019). Feature, regression and load testing can also measure the reliability of the service offered (Furunes and Mkono 2019). The Kenya Government has consistently rolled out policies to address the reliability of services (Biljohn, and Lues 2020). Service reliability can be

measured by the maintainability measure, this is the ability to restore service in case of a disruption or service outage (Hansen 2020).

Musa (2017) suggests that when customers are content with the service provided, it indicates that the service delivery has reached an optimal level. Customer satisfaction feedback provides insights into the areas that require improvement and services that need to be reassessed, as pointed out by Ndirangu and Gachiuri in 2018. An organization should conduct customer satisfaction survey after provision of service to understand the perception of the customer on the offered service (Kamble, Gunasekaran, Ghadge and Raut 2020). Mechanism can be put in place to report on the customer's satisfaction like client exit review card, online review and complaint tracking form (Van 2023). In their research, Kiboi and Maalu (2023) suggest that the presence of repeat customers is a positive indicator of customer satisfaction. Additionally, they mention that a customer satisfaction score is a rating that reflects how content a customer is with your products or services. Net promoter score is also an indicator of how your customer refers his friends and family to your services, the score measure customer satisfaction and more so loyalty (Charles and Ochieng 2023).

Accessibility of a service is attained when a client can successfully locate the specific information or assistance they were seeking, as highlighted by Nyamu in 2017. The Author argue that public sector treats its clients as customers whenever they provide service delivery. Nzoka (2017) argues that to measure accessibility of service average minimum up time of the service is considered. Further, the ease of access reduces the interaction time of a service, demonstrates that near opportunities are better than far away ways of service interaction. Measures of accessibility differ among different groups, with each group fostering their needs and assumptions on organizations and services sort (Petersen,

Hjelmar and Vrangbæk 2018). There is need to assess the unique patterns of service demands, putting into consideration the assumptions of each group (Callahan 2019).

Government frequently measures its responsiveness to service delivery (Government of Kenya, 2013). Responsiveness is willingness of the service provider to address further inquiry from the customer and provide prompt, accurate and helpful information. Inquiry of services which elicit positive results is the responsiveness of service delivery (Kearney 2018). Callahan (2019) argues that responsiveness is measured by the time a customer takes to get their complaints or issues addressed. The author further notes that citizen rate the satisfaction of service in the manner of responsiveness of the provider to ones needs. The customers' requests can be addressed through various means like, one on one with the customer, written response, over the phone conversation, email communication or issuance of general publications and circulars (Cinaroglu 2020).

1.1.2 Performance Contracting Strategy

Performance contracting (PC) is fairly a new concept in public sector defined as a results-oriented phenomenon that heavily ties the output to the quality of the inputs and are measurable with strict conformity to some standards (Rael, and Kiptum 2017). A performance contract is a management tool employed to state the responsibilities against the expectations between parties aimed at achieving a desired outcome (Wanjala, Njoroge and Bulitia 2017). In an organization, a performance contract is a specified contract between two or more parties where both parties must agree upon with such conditions to be able to make the contract binding (Kander 2018). In a performance contracting setup an employee must meet the expected output while the employer must provide the necessary benefits upon completion (Ouakouak, and Ouedraogo 2019). A Performance Contract is an understanding by government and a state agency with set targets for the agency, which

measures the performance and provides tracking to ensure achievability (Ouakouak, and Ouedraogo 2019). In a contract between the state and corporations the objective is to enhance delivery of service hence securing citizens satisfaction (Agufa and Getuno 2019).

There is a desire to quantify the outcome of the set activities against the input and strategic methodology engaged (Nkomo 2017). A number of countries have employed balanced scorecard to measure performance (Suresh, 2017). Performance contracting is measured by categorizing the financial, results, impact, response, and timelines (Martin and Williams 2019). Mark (2018) states that memorandum of understanding paired with continuous assessment ensures improved performance contracting measurement. Agufa, and Getuno (2019) assert that performance contracting is used to enhance democracy and revolutionise in the governance structures in state owned organizations. Rael, and Kiptum (2017) argue that performance contracting can be measured by devoted employees aiming at achieving the organizations mandate with minimal deviation from the objectives.

In the current study performance measurement strategy was considered as an indicator of performance contracting as argued by Harbour (2017) and organization commitment strategy as another indicator as conceptualized by Wombacher and Felfe (2017). Communication strategy was chosen as an indicator of performance contracting based on the argument of Tomkinson (2017) and organizational efficiency as another indicator as a strategy used by the county government of Bomet in Kenya.

Harbour (2017) defines performance measurement in public sector as a means used to assess the efficacy of service delivery. The author defines performance measurement as step by step approach to synthesizing the activities and their output against the desired targets. Performance measurement is usually undertaken by an institution for accessibility, accountability and enhance decision making and improve processes (Kearney 2018). The

author underscores that, it is not an approach that entails what must be evaluated; institutions need to come up with performance measures based on activities deliverables and performance feedback. From the above discussion on metrics of performance measurements, target setting, performance evaluation and performance feedback were considered in the current study

Kirkland (2017) asserts that organization commitment as the motivation of employees to deliver the organizations core mandate whole-heartedly. It is the sacrifice of an employee to dedicate his service and deliver in his work environment known as job satisfaction (Kirkland, 2017). Further, a worker who is committed remains with the organization for a longer time, achieving job satisfaction (Mustafa 2018). These individuals are motivated to creatively contribute towards improving work environment when involved in planning and developing of innovative strategies that help the organization attain its objectives (Kiboi and Maalu 2023). Job satisfaction, work environment and employee involvement were considered in the current study as indicators of organization commitment as argued by Kyalo, Kimeli, and Evans (2017) factors affecting service delivery.

Tomkinson (2017) defines communication as a meaningful mutual interaction. The information to be disseminated must be timely, useful and accurate to reach the objective (Kanki 2019). The author considers the urge for useful information to be a need of achieving a common output among the human resource. As per the mentioned metrics communication strategy, timely communication, useful information and accurate information were considered in the current study. Effective communication is a key pillar in instilling the organizations values of the county government of Bomet.

Yuan, Zhou, Li, Liu, Yang, and Shen (2018) also define organizational effectiveness as the ability to achieve a specific, desired outcome or accountability. Organizational

efficiency is the measure, which shows that organizations' goals have been attained (Ndirangu and Gachiuri, (2018). There are many steps taken to enhance efficiency and accountability in performance among them are the employment of performance contracting (Kiboi, and Maalu 2023). Accountability, innovations and effective leadership as metrics of organization efficiency were deemed appropriate in the current study. The indicators were derived from the arguments of Cinaroglu (2020) factors affecting service delivery in public hospitals.

1.1.3 County Government of Bomet

County Government of Bomet was created among the 47 counties by the laws of Kenya, as a devolved unit from the national level, situated at the South of the Rift Valley, Kenya (CIDP of 2018). At the National level, there is no legal prescription of performance management; there is a policy of 2004. Despite that, numerous segments of the County Government and Public Finance Acts enumerate on administration of performance. Article 6 (1 & 2) of the 2010 Constitution of Kenya establishes 47 Counties within the territory of Kenya, with both National and County governments working together. The National government has initiated a development plan called Vision 2030. The responsibilities of each level of government are clearly outlined in the law. According to the County Government and Public Finance Acts of 2012, long-term plans for carrying out the functions of both levels of government must be based on Vision 2030, the national development agenda. The development projects of the Counties must align with the three pillars of Vision 2030 in all sectors. To ensure effective measurement of the performance of the county five-year development plans (CIDP programmes), performance contracting is necessary as a form of performance management.

Performance contracting involve negotiation of performance targets, assigning weights to performance criteria, vetting the contracts, and implementing them. Performance

reporting, mid-year evaluation, and results release are used to track progress. The targets for these contracts are based on the department, division, or section's work plan and Annual Development Plan (ADP). In general, Performance Contracts (PCs) are used to monitor the progress of key issues to ensure that County Governments comply with regulations. The Governors sign PCs with County Executive Committee (CEC) members, who then sign with the line ministries Chief Officer (CO), and the process continues down the Directors. To be effective, the PC system requires the Governor's commitment and the establishment of a reward and punishment mechanism, where high-performing individuals are rewarded, and those who fail to meet targets are penalized. The successful achievement of PC targets helps county governments achieve their strategic objectives, which are identified in the strategic plan (Bomet CIDP of 2018).

1.2 Statement of the Problem

After the enactment of laws, service delivery was highly regarded as one of the purposes why devolution was of great essence. However, service delivery in County Government of Bomet, Kenya has steadily diminished. Service provision to its citizens has been hindered due to diminishing accountability, client satisfaction, and inadequate responsiveness.

Performance contracting was implemented by the County Government of Bomet in 2013. There is high citizens' complaints being filed by the county ombudsman's office (County Government of Bomet Public Complaints Register of 2017). Furthermore, the County Government of Bomet Citizen Satisfaction Survey Report of 2017 revealed diminishing project fulfilment, bill settlement, and lack of precedence in 2014 the index was at 65.6%; in 2015 (62.9%); in 2016 (61.8%); in 2017 (56.4%) and in 2018 (53.8%).

Kander (2018) carried out a study on the relationship of performance contract and service delivery in Kenya Tourism Board, the study targeted 67 senior managers, employed

descriptive research design, the research recommends that state corporation should continuously evaluate the performance of its employees to ensure improved service delivery. Rael and Kiptum (2017) studied on performance contracting and service delivery of selected state corporations in Uasin Gishu County, the study targeted 147 employees of 21 state corporation in Eldoret, the researcher conducted census inquiry to get the target population. The study employed institutional and public value theories. It was recommended research be carried out in other counties and government agencies in Kenya, therefore there was justifiable need to assesses the effect of performance contracting on service provision in the County Government of Bomet.

1.3 Objectives of the Study

The research was informed by the general objective and a specific objective.

1.3.1 General Objective

The main objective was to establish the effect of performance contracting strategy on service delivery by the management staff in County Government of Bomet, Kenya.

1.3.2 Specific Objectives

Specific aims were:

- i) To examine the effect of performance measurement on service delivery by management staff in County Government of Bomet., Kenya
- ii) To establish the effect of organizational commitment on service delivery by management staff in County Government of Bomet, Kenya
- iii) To establish the effect of effective communication on service delivery by management staff in County Government of Bomet, Kenya
- iv) To examined the effect of organizational efficiency strategy on service delivery by management staff in County Government of Bomet, Kenya

1.4 Research Questions

- i) How does performance measurement affect service delivery by management staff in County Government of Bomet, Kenya?
- ii) In what ways organizational commitment affects service delivery by management staff in County Government of Bomet, Kenya?
- iii) In what ways does effective communication affect service delivery by management staff in County Government of Bomet, Kenya?
- iv) How do organizational efficiency strategies affect service delivery by management staff in Bomet, Kenya?

1.5 Significance of the Study

The findings of the study shall aid in developing Kenyan Government, County Governments, and in particular, the County Government of Bomet in policy formulation for effective and efficient service delivery, especially on the performance measures, organizational commitment, communication, and organisational efficiency.

The study findings guides' policy formulation processes in future. It is crucial to counties, as it provides valuable evidence on performance measures in Bomet County, Kenya. It will assist the county in taking the necessary steps towards efficiency of service delivery and hence quality of service delivered. The findings will assist scholars and researchers to develop knowledge on the study topic and serve as literature in future. The commendations guide in additional research through supplementary information as well as acting as a citation.

In addition, the study may shape future policies in public sector on the drafting of effective performance contracts and the measurement of service delivery. The study outlines the

importance of organizational commitment, communication, and stakeholder engagement in the success of performance contracting.

Overall, a study on performance contracting can have significant implications for public institutions, policymakers, and service delivery in general, by providing evidence-based recommendations for improving performance and enhancing accountability in public institutions.

1.6 Scope of the Study

The researcher sought to find out the outcome of performance contracting strategy on service delivery in County Government of Bomet, Kenya. The specific objectives were on effect of performance measurements, organizational commitment, communication and organizational efficiency strategies on service delivery by management staff. The expectancy theory, new public management theory, SERVQUAL model and goal setting theory anchored the study. The data was collected from management staff in County Government of Bomet, Kenya.. The study targeted to interview a target population of 260 senior staff in the county government. The study administered questionnaires to a sample size of 78 individuals representing 28 top level management and 50 middle level management in the County Government of Bomet. The sample size was 30% of the target population as argued by Mugenda and Mugenda (2003). Explanatory research design was employed and stratified sampling technique utilized to ensure equal representation. The research was carried out in 2021. Service delivery has been a problem at County Government of Bomet since 2013 to date

1.7 Limitation of the Study

Unresponsiveness by interviewees was expected to be one of the encountered issues. This was mitigated by reassuring the anonymity of respondents. The management staff in County government of Bomet do not expose records easily concerning their techniques and guidelines. There was confined access to statistics in County Government of Bomet due to unwilling personnel to offer records for worry of maltreatment. An introductory letter offered by the University was employed as verification.

Request for perusal of documents was also restrictive due to the fact that most employees were worried of the repercussions of exposing the facts being asked for being mistreated. This hurdle was overcome through clarification prior to statistics collection. To build confidence it was further clarified that the information acquired and research findings can be useful to the county, and the study was only meant for educational purposes.

1.8 Organization of the study

Chapter one of the study provides an overview of the problem statement, research background, aims, and limitations. Chapter two consists of an extensive literature review on the study of performance measurement. The third chapter is composed of, including research design, sampling methods, target group, collection of data, and data analysis methods. Chapter four, the collected data is analysed, while chapter five presents the summary, draws conclusions, and offers suggestions for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The main areas of this section are; theoretical, empiric literature review, summary of research gaps, conceptual framework.

2.2 Theoretical Literature Review

The study drew upon various theories relevant to performance contracting and service delivery, which include expectancy theory, new public management theory, and goal setting theory.

2.2.1 Expectancy Theory

David Nadler and Edward Lawler introduced it in 1992. It focuses mainly on the overall execution- final results and expectancy and attempt- overall execution of the attempt. Performance-outcome provides the assumption that one's overall performance is linked to their pay (Sloof and Praag 2005). As an instance, staff considering multiplying their production would also expect extra pay, or commandment and not resentment from other staff. Expectancy concept concludes that behaviour highly relies on the energy of expecting the acts will be accompanied by specific outcomes (Robbins & Judge, 2007). Consequently, the implementation of performance assessments can motivate employees to strive for better results since they understand that their efforts will be evaluated and can lead to rewards such as bonuses, promotions, and increased earnings, which can help them satisfy their personal needs.

Staff expectations ultimately affect their choice on whether to continue. Intrinsic consequences consist of emotions of accomplishment, expanded shallowness and the improvement of new competencies. Extrinsic effects, together with bonuses, reward or

advertising are furnished by means of an outdoor agent inclusive of the manager or paintings group Muathe, and Maina (2017). Increased attempt-overall performance expectancy is the inspiration to try (Puluhulawa 2019).

The theory is utilized in the current study as human resource management is essential in an organization to implement performance measurement strategy, organization commitment strategy, communication and organizational strategies. If personnel sense that the purpose they're requested to accomplish is very hard or unachievable, it could alter their performance. In relation, set goals need to be achievable and acknowledged by staff. If employees implement performance contracting effectively it is an avenue to effective service delivery

2.2.2 Goal-Setting Theory

Latham and Locke introduced a theory in 1968 and suggests that setting particular targets and getting feedback can motivate people to improve. According to this theory, people's actions are mainly directed by conscious intentions and goals, and defining a clear purpose involves establishing performance standards that guide their behaviour. Motivation is crucial in enhancing the performance of individuals and teams, and feedback can help to clarify expected outcomes, review targets and reward achievements, as outlined by Latham and Locke (2018).

Latham and Locke (20018) proposes that making goals has motivational benefits for individuals and can also serve as a contract between employers and employees in the workplace. Setting goals can help establish accountability, clarify objectives, provide a basis for measuring and evaluating performance, and leverage the expertise of staff. According to Dubrin (2012) and Oracle (2012), goal setting can contribute to the expansion and achievement of a company. However, to maximize the benefits of goal

setting, employees should have a say in setting their goals and link them to the overall organizational goals. For the efficient and successful provision of services, it is essential to have regular performance meetings, appropriate evaluation and coaching, relevant areas of focus, and systems that reward performance Orwa and Otieno (2019). To meet performance objectives, it is crucial to establish goals that are well-defined, precise, and quantifiable in terms of expected outputs. Identifying key performance indicators and gaining agreement from all parties involved is important because employees are comfortable implementing their suggested ideas, Voorn, Van, and Thiel (2019).

According to Buyema (2019), this theory can be utilized in performance contracting, where an organization's performance targets are established. The theory is linked to target setting as indicated in the conceptual framework. Targets in turn determine service delivery.

2.2.3 New Public Management (NPM) Theory

Mackie introduced the NPM theory in 2008, which aims to reform public institutions by improving their competitiveness, adaptiveness, and efficiency in utilizing resources and delivering services, as noted by Rosta (2011). The theory was first implemented in the United Kingdom during the tenure of Margaret Thatcher the Prime Minister and in the USA, where local governments were affected by economic recession and tax protests. It was later adopted by other countries, including Australia, New Zealand, Scandinavia, and Europe. Some aspects of NPM have been adopted worldwide as a model for reform, making it a total shift in public service reform, according to Haque (2007).

The New Public Management approach encompasses the utilization of business model principles within government. This approach involves promoting collaborations between the government, private sector, and civil society in implementing cost-saving measures,

introducing performance management systems, fostering competition within public organizations, employing contract arrangements, prioritizing outcomes over processes, establishing guiding standards and performance measurements, increasing public manager responsibilities, segregating politics from administration, emphasizing implementation over policy-making, and incorporating quality management principles, as outlined by Maesschalck in 2004.

One of the advancements introduced by NPM is performance contracting, which aims to promote the development of cost-effective governments, according to Mutahaba and Pastory (2015), Larbi (2014), Obong'o (2009), and Juma (2015). This underscores the significance of incorporating NPM principles in public sector reform.

The theory was relevant because it addresses performance contracting especially performance measurement, which affect service delivery by management staff.

2.2.4 SERVQUAL model

Servqual as a research instrument was published in 1985 by academic researchers Parasuraman, Zeithaml and Berry. The multi-dimensional instrument of research's objective is to test the customer expectation and feeling of service delivered. It tests five dimensions that are perceived to affect quality of service. The questionnaire has 22 items on expectation, perception arranged into five sections. The captured items are Reliability, Assurance, Tangibles, Empathy and responsiveness. The model is also known as gaps model. Organisations employ SERVQUAL instrument to test the possible service quality problems and therefore aids in finding the possible root cause of the problem. Credibility, Competence, access, courtesy, and communication, are among the various dimensions that have been examined.

The model has been employed in many organizations on different concepts and techniques to test the quality of service, among the diverse sectors are non-government (Masood and Mahlawat 2011), Technology firms (Akhlaghi, Amini, and Akhlaghi 2012), Police Service (Shiu, Donnelley and Rimmer, 2006); Banks (Bose and Shri, 2010); Health care (Muhammad, 2010).

The study employs this model to evaluate service delivery based on indicators such as customer satisfaction, accessibility, responsiveness, and feedback from citizens.

2.3 Empirical Literature Review

The segment examines specific aims within the research, which include organizational commitment, performance measurement, organizational strategies, and effective communication.

2.3.1 Performance Measurement Strategy and Service Delivery by management staff

Sainaghi, Phillips, and Zavarrone (2017) conducted research on the impacts of measurement of performance in tourism firms: Using a content analysis approach, they discovered that performance measures are an effective means of improving processes within companies. Furthermore, employees were provided with feedback regarding their performance and the performance measures. It's important to note that the study you mentioned examined the effects of performance measurement in tourism firms, while the current study focuses on devolve unit.

Gaturu, Waiganjo, Bichang'a, and Oigo (2017) in their study on strategic evaluation influence against organizational performance of hospitals in Kenya; case of mission hospitals, observed organization performance is not only from smartly-structured strategic plans, but paramount to achieving the desirable outcome, acceptable to everyone and executable. The study looked at strategic evaluation influence on organisational

performance while the present study assessed the effects of performance measurement on service delivery by management staff. Findings showed that performance measurement had some effect on service delivery by management staff. Performance measurement strategy statistically tested was discovered not to be significant 5% significance level.

Maestrini, Luzzini, Maccarrone, and Caniato (2017), study on performance measurement system of supply chain. Further, procurement performance measurement systems (SCPMSs) are metamorphosis in transaction standards courtesy of developed policies, collating and dissemination data among many procurement players. This aligns with the findings of Callahan (2019) in his study on performance measurement and citizen participation. He found out that qualitatively measuring the results can aid the organization achieve its desired output. The studies assessed the relationship of supply chain on performance measurement unlike the current study that focused on the effects of measurement in terms of target setting, performance evaluation and performance feedback. The study findings showed that performance evaluation on completion time affected performance measurement.

Omran, Khallaf, Gleason, and Tahat (2021) conducted a study on non-financial performance measures such as standard strategy, with financial position performance serving as a mediating variable. The research findings indicated that the implementation of the non-financial factors had a great effect on the service delivery. The findings indicated importance of performance measurement in enhancing service delivery is emphasized by the positive effect of disclosure, quality strategy on the service delivery. The study's main objective was effects of non-financial performance on organizational performance while the current focused on target setting. The study revealed that the target setting had an effect on service delivery by management staff.

2.3.2 Organization Commitment Strategy and Service Delivery by management staff

Wombacher, and Felfe (2017) on their study on effects of interplay measured against organization commitment with turnover intentions, employee commitment and citizen behavior as indicators, demonstrated that workers level of commitment to organizational goals is influenced by their perception of the effectiveness of the system and their expectations of receiving rewards. These indicate that employees' dedication to their work is shaped by their attitudes, interests, and expectations towards the implementation of a performance contracting strategy, which can motivate them to improve service. The research zoomed on the effects of dual commitment by employee in the organization on organizational commitment. In the current study the focus was on organization commitment and service delivery by management staff. The current study findings showed that satisfaction of employees with their work enhances timely completion of projects.

Cesário and Chambel (2017) studied on effect of organizational commitment on work engagement with an indicator as employee performance discovered that senior management commitment was critical to the success of performance contracting, mean score of 2.6. The study findings showed that active participation from senior managers and excellent relationships between managers and staff were necessary, with a mean score of 2.2 for managers and 1.9 for staff. To improve service both employees and supervisors must demonstrate cooperation as per these results. The study was linking organization commitment to employee performance. In the current study the focus was the effect of organization commitment in terms of job satisfaction, work environment and employee involvement. The current study's findings indicated that Satisfaction of employees with their work enhances timely completion of projects.

Labrague, McEnroe, Tsaras, Cruz, Colet, and Gloe (2018) conducted a study on organizational commitment with independent variable as intervention of turnover of rural nurses in the Philippines, whose objective was to investigate the link connecting expected contractual output and employee conduct, it postulated expected contractual output highly impacts employee effectiveness. Employee performance dwelt on measurability of tasks to be accomplished, performance indicator and payment conditions. The study indicated that the accomplishment of any task hangs on various instruments comprising of task magnitude and expected accomplishment period of the task. The research also showed various indicators to analyse performance of any task. These indicators are timeframe, expected output deliverance and achievement of the objectives purposely designed. The study's conclusion emphasized the significant role of allocating maximum time in achieving the desired output. The period for accomplishing a task can be used as performance indicator of how well the job is done. The payment of any task is a crucial factor in determining how well and fast a job is accomplished. The study recommended appropriate payment conditions and allocation of maximum time for every task undertaken which will enhance organization commitment Labrague, McEnroe, Tsaras, Cruz, Colet, and Gloe (2018). The research was carried out in Philippines while the current study was conducted in Kenya.

According to a study by Luna, and Lara (2020) on variables; management of talent and affective organizational commitment measured against service performance in devolved government, increasing the time given to employees to complete tasks can lead to better job performance and enhance staff performance, whereas, the research determined increasing the amount of time for carrying out a task has a positive impact on employee performance, there lacked a firm basis between expected contractual output and organization commitment. The research presumed that increasing the amount of time and

payment of task to be done is associated with achievement of expected output hence greater impact on employee performance. Higher payment, in contrast, is associated with higher employee performance not only in a given year, but also in the subsequent year. The study recommended that a firm should ensure expected output conditions for contracting are well allocated time for and not hurriedly done. The performance indicator should put into consideration the complexity of the job done. The firms should clearly define their procedure of measuring accomplishment of job assigned to employee. The study related employee payment to their performance. The study assessed the talent management, effective organization and service performance. The current study focused on organisation commitment. The research findings showed the executive and legislative arm of the county government of Bomet provides communication timely citizens' satisfaction.

Manalo, de Castro, and Uy, (2020) on their study on the intervening role of job satisfaction assessed against motivation to organizational commitment with an indicator of work engagement of teacher in private secondary school in Manila. The study analysed both the expected outputs of the contract and employee performance. The 34 organizations that fit the benchmark were picked from a Manila dataset. The survey instrument was adopted to examine organizations employees' performance basing on expected contractual output Manalo, Castro, and Uy, (2020). The study covered job satisfaction and motivation on organization commitment. In the current study job, satisfaction was just one of the indicators of organization commitment.

2.3.3 Communication Strategy and Service Delivery by management staff

Khan and Khan (2017) studied the role of development of academic excellence of students by the communication skills of a teacher in Miami, USA, indicated that

communication has had a notable influence on development of students' studies, resulting to academic excellence. The research found that communication among teachers and students resulted to dialogue a break from mono-directional dictations to students by the teachers. Although Khan and Khan (2017) research concentrated in the US, the current research was undertaken in Kenya. In the current study, timely communication has effect on citizen satisfaction.

Giudici and Filimonau (2019) on their study demonstrating the correlation of managerial leadership with communication and teamwork in delivery of an event, found out that the survey brought forth the disconnect that exists between academia and work expectation, indicating that the top-rated PR competencies needed in the institution level. The study concentrated on event delivery while the current research focused effects of communication strategy on service delivery by management staff. The study showed that public participation enhances timely completion of projects.

Amimo, Gekara, and Moronge. (2019) studied variables influencing effective communication internally in selected hotels in Nairobi City County. The study determined that effective taking among the employees and management leads to enhanced performance in the institution. The study considered factors affecting internal communication while the current study communication strategy was quantified in terms of timely, accurate and useful dissemination of information. In the current study it was discovered that provision of information on projects is very useful.

Waitere (2022) studied relationship of public participation and Communication Strategies in Makueni County, Kenya, observed results of public participation on overall performance in Makueni. The researcher acquired sample statistics from citizens of Makueni County. The study leaned on communicative theory and used cross-sectional

indicators. County officials who lead implementation of services were interviewed with the communication department staff in Makueni County. The study concluded that stakeholders must be involved in the steps of service delivery to ensure continuous communication with the management leading to the desired service delivery. The study focused on effects of communication on public participation. The current study focused on service delivery by management staff. The current study findings showed that communication strategy was significant in service delivery by management staff.

Kaunda, Thuo, and Kwendo (2023) in their study on interactive communication and marketing performance of micro and small enterprises within Nyanza Region, Kenya, proposed that institutions should establish efficient communication strategies to pass information to its clients. The findings showed that communication affected institutions performance. However, the current study's results suggested devolved units provide useful information on projects delivery by management staff.

2.3.4 Organizational Efficiency Strategy and Service Delivery by management staff

Voorn, Van and Thiel (2017) in their study on the efficiency and effectiveness of Municipally Owned Corporations (MOC) established that highly trained staff are more willing to practise their expertise and offer their knowledge. Most respondents agreed that organization efficiency determines effectiveness in service delivery. Further, the research indicated that the efficiency of the Municipality Owned Corporations was evaluated quarterly and annually. Additionally, the study found out that refuse collection was efficient in MOC than local bureaucracies, therefore they conclude that MOC are viable in delivering complex contracts Voorn, Van and Thiel (2017). The study assessed the effect of efficiency in Municipal Owned Corporations while the current study focused on effect

of organizational efficiency. In the current research, findings showed that accountability by the County Government of Bomet leads to timely completion of projects.

Adenya, and Muturi (2017) studied on variables influencing efficiency of revenue collection by devolved governments in Kenya-A case of Kiambu County. It was recommended that authorities have to maintain the usage of overall performance efficiency as a way of tracking and developing overall performance, the research concluded that organizational commitment improved revenue collection and generally enhanced service delivery in Kiambu County Adenya, and Muturi (2017). The study assessed variables influencing revenue collection efficiency while the current study assessed the effect of organizational efficiency in service delivery by management staff. Innovation by the County Government of Bomet enhances prioritization of projects

Okanga, Ho, and Nguyen (2018) on their study on variables of government services delivery efficiency on online implementation, Kenya, demonstrated the use of technology in provision of service to citizens leads to organisational efficiency. Further, the research notes that digital service innovation has revolutionised finance delivery have adopted technological innovation in service provision leading to efficiency. The research prioritized influence of e-platform on efficiency in government service delivery while the present study assessed the effects of organizational efficiency on service delivery by management staff. Accountability by the County Government of Bomet leads to timely settlement of bills.

Kinyanzui, Achoki, and Kiriri (2018) on their study assessed the relationship of mobile credit and efficiency of operational in commercial banks in Kenya, showed that operational efficiency is crucial for an organization's success and can significantly impact service delivery. Mobile loan improved efficiency in operational in credit recovery, in commercial banks, and hence improved the image of the organization Kinyanzui, Achoki, and Kiriri (2018). The study assessed the relationship of mobile credit and efficiency while the current study assessed the effect of organizational efficiency strategy and

service delivery. In the current study's findings accountability by the County Government of Bomet leads to timely settlement of bills.

Kakwezi and Nyeko (2019) studied the performance of procurement management on efficient performance in Uganda. Further, the research finds that financial and non-financial measures in procurement efficiency direct a big state in the general performance of the institution. In conclusion the authors suggest that implementation of performance efficiency can elevate the procurement management. The population targeted in the study was 32 managers in the organization. In the current study, the target population was 260 management staff. The findings in the current study showed that the organization efficiency strategy determines service delivery by management staff.

2.3.5 Performance Contracting Strategy and Service Delivery by management staff

Rael, and Kiptum (2017) studied the relationship of service delivery and performance contracting in Selected Public Corporations in Eldoret. The aim of the research was to assess whether performance contracting has affected service delivery of local governments, the study conducted a survey targeting 147 employees. The author recommends that state corporations and counties should evaluate their service delivery by the implementation of performance contracting Rael, and Kiptum (2017). The study majored on employee performance while the current study majored on organizations' service delivery by management staff.

Wagana (2017) studied on the effect of decentralized governance on service delivery in Kenya established that performance contract entails the mission, vision and the required resources to execute a mandate. Descriptive and explanatory design was employed in the research, which target 2,794 officials of the devolved units in Kenya. Further the study concludes management of the devolved units has effect on how service are delivered to the

citizens with E-government not having moderating effect on how decentralization relate to service in all the devolved units in Kenya (Wagana 2017). The study focused on governance decentralization and e-government on service delivery while the current research assessed the effect of performance contracting.

George, and Bula (2021) on their study on influence of service delivery by policy implementation in Homa Bay County, concludes that the contract was in use annually and measured annually, monthly with reports sent for evaluation by the government. From the research employee and customer satisfaction was on the upward trajectory. The Analysis of Variance showed significant variance in customer satisfaction in the years while work environment and revenue collection did not differ in the years. The study assesses the effect of policy implementation and service delivery while the current research assessed the effect of performance contracting on service delivery by management staff.

Leaver, Ozier, Serneels, and Zeitlin (2021) on their study on how performance is affected by retention and recruitments for civil servants, the study demonstrates that contracting has positively change the performance of employees in various sectors like customer satisfaction and revenue collection. The performance contracting helps clarify the vision and mission of an organization, it achieved clear roles of the employees therefore achievement of the organizations objective. The study majored on the staff recruitment and efforts of retention on performance contract while the current research assessed the effect of efficiency on performance contract. The study recommended that devolved unit should continue employing performance contracting as a tool to enhance performance. They should modify their strategic plans to ensure ease to be understood by stakeholders. Devolved governments should also provide adequate resources for implementation of performance contract.

Hassan and Omwenga (2023) studied on the procurement contract administration on overall performance of State agencies in Kenya. The study identified relationship exist on the contract administration and general performance of state agencies. In conclusion the study recommends improvement of internal control over contract administration to ensure compliance with specific output to improve the image of the entire public service. The study assessed the contract management on performance while the current research assessed the relationship of performance contracting on service delivery by management staff.

2.4 Summary of Gaps in the Literature Review

As per assessment of theories, expectancy theory focuses on the skills of the employees in the labour market. This theory assumes that significant part of individual's skills is acquired through educational attainment and work experience. This theory does not consider other factors like performance contracting strategies that affect the performance of employees towards effective service delivery. Ibidunni, Moses, Adegbuyi, Oladosun, and Olokundun (2018) has indicated that the goal-setting theory depends on the principle of conscious goals and intentions inspiring many human activities. This theory does not consider other factors that affect the targets set, like organizational commitment. Ibidunni, Moses, Adegbuyi, Oladosun, and Olokundun (2018). In summary, the theory of New Public Management is a framework that involves the application of specific principles to transform the operations of public institutions, making them more efficient, flexible, and competitive. This theory focuses on new ideas and approaches; it does not explain organizational strategies strategy. Empirical breaches are based on the location of the research, quantification of performance as per performance measurement strategy, organizational commitment strategy, communication strategy, and organizational strategies strategy (Kim, Eisenberger & Baik, 2016). Previous research on performance

contracting revealed several gaps; some research focused on the employee's commitment, other commitment of top management, while others concentrate on commercial sectors.

Table 2.1: Summary of Research Gaps

Investigator	Topic	Objectives	Research findings	Research gaps
Sainaghi, Phillips, and Zavarrone (2017)	Relationship between performance measurement and service in tourism companies	Performance measurement	A content analytical meta-approach and found that performance measures influence service provision in the tourism companies	The study assessed the effect of performance measurement in Tourism firms while the current study assessed considered target setting
Maestrini, Luzzini, Maccarrone, and Caniato (2017)	Procurement measurement variables	Performance measurement	Supply chain performance measurement systems (SCPMSs) are metamorphosis in procurement standards.	The studies assessed the effect of supply chain on performance measurement while the current study focused on the effect of performance measurement and service delivery by management staff.
Kirkland (2017)	Effects support of the organization reorganization and delivery of service	Organizational commitment	Highly committed employees are observed to server for long and take active role in making plans to achieve the organization's objectives.	The study measures organization commitment on an employee's wellbeing while the current study measures on organization commitment in terms of job satisfaction
Gaturu, Waiganjo, Bichang'a, and Oigo (2017)	Management of hospital in Kenya and their performance	Strategic measurement and service quality	observed organizational performance is not only from smartly-prepared strategic plans only, but paramount to ensure that the strategic plans are desirable, acceptable to everyone and executable	The study assessed the influence of strategic evaluation on organisational performance while the present study assessed the effect of performance measurement on service delivery by management staff.
Omran, Khallaf, Gleason, and	None finacials effects to performance of an organization	Relationship of finance and none	findings indicated that the implementation of the non-financial factors had a great impact on the service delivery of the agency. The	The study focused on effect of non-financial performance on organizational performance

Tahat (2021)		finance	importance of performance measurement in enhancing service delivery is emphasized by the positive impact on disclosure, quality strategy of the service delivery	
Wombacher, and Felfe (2017)	Employee management and overall performance of institutions	Organization commitment	perception of the effectiveness of the system and their expectations of receiving rewards. This indicates that employees' dedication to their work is shaped by their attitudes, interests, and expectations towards the implementation of a performance contracting strategy, which can motivate them to enhance service delivery.	The study focused on the effect of dual commitment by employee in the organization on organizational commitment while the current study examined the effect of organization commitment on service delivery by management staff.
Cesário and Chambel (2017)	Effects of work engagement and organizational commitment on employee performance	Organisation commitment	found that commitment of senior management was critical to the success of performance contracting, mean score of 2.6	The study linked organization commitment to employee performance while the current study assesses the effect on organization commitment and service delivery by management staff.
Labrague, McEnroe, Tsaras, Cruz, Colet, and Gloe (2018)	Nursing management and service provision	organizational commitment	Employee performance dwelt on measurability of tasks to be accomplished, performance indicator and payment conditions. The study indicated that the accomplishment of any task hangs on various instruments comprising of task magnitude and expected accomplishment period of the task	The research was conducted in Philippines while the current study was undertaken in Kenya.
Luna, and Lara (2020)	Organizational commitment effects on talent management, affective and service performance in local	Effect organizational commitment and talent management	The study recommended that a firm should ensure expected output conditions for contracting are well allocated time for and not hurriedly done. The performance indicator should put into consideration the complexity of	The study assessed the talent management, effective organization and service performance while the current study focused on the of

	government	on service performance	the job done	organisation commitment to service delivery by management staff.
Manalo, de Castro, and Uy, (2020)	Effect of motivation to organizational commitment and mediating role of job satisfaction, with work engagement of private secondary high school teachers in Metro-Manila	job satisfaction on the effect of motivation to organizational commitment	. The study analysed both the expected outputs of the contract and employee performance. The 34 organizations that fit the benchmark were picked from a Manila dataset.	The study's covered job satisfaction and motivation on organization commitment, while the current study covered the effects of organization commitment on service delivery by management staff.
Khan and Khan (2017)	Teachers' communication and academic performance of students	Teachers' communication skills in vis a vie the performance of students	indicated that communication has had a notable influence on development of students' studies, coming up with ways to excel. The study found that communication between teachers and students had changed from one way to bidirectional between the student and teacher.	Research concentrated in the US, the current study was carried out in Kenya
Giudici and Filimonau (2019)	Assessing the relationship exploring the linkages between managerial leadership, communication and teamwork in successful event delivery	linkages between managerial leadership, communication and teamwork in successful event delivery	found out that the survey brought forth the disconnect that exists between academia and work expectation, indicating that the top-rated PR competencies	The research dwelled on event delivery

Amimo, Gekara, and Moronge. (2019)	Student teacher communication	effective internal communication	The study determined that bidirectional conversation by students and teachers improve performance	The study considered factors affecting internal communication while the current study communication strategy was measured in terms of timely, accurate and useful dissemination of information
Waitere (2022)	public Participation and Internal communication Strategies	Communication Strategies on Public Participation	The study concluded that stakeholders must be engaged at steps of service delivery to ensure continuous communication with the management leading to the desired service delivery	The study focused on effect of communication on public participation,
Voorn, Van and Thiel (2017)	(MOC) established that highly trained staff are more willing to practise their expertise and offer their knowledge	Organizational efficiency	study found out that provision of services such as water distribution, transit services and refuse collection was efficient in MOC than local bureaucracies, therefore they conclude that MOC are viable in delivering complex contracts	The study assessed the effect of efficiency in Municipal Owned Corporations

Source: Researcher (2023)

2.5 Conceptual Framework

The conceptual framework is the understanding of a researcher on the connections of variables in a study (Bond and Bedenlier 2019). Therefore, it shows the variables needed in the study. According to Padmanabha (2020) conceptual framework is the guiding principle of the researcher in the investigation. Conceptual framework displays the influence of dependent variable is by the independent variables (Varpio, Paradis, Uijtdehaage, and Young 2020).The research covers impact of performance contracting strategy on service provision in Bomet.

Independent Variable

Performance contracting strategies

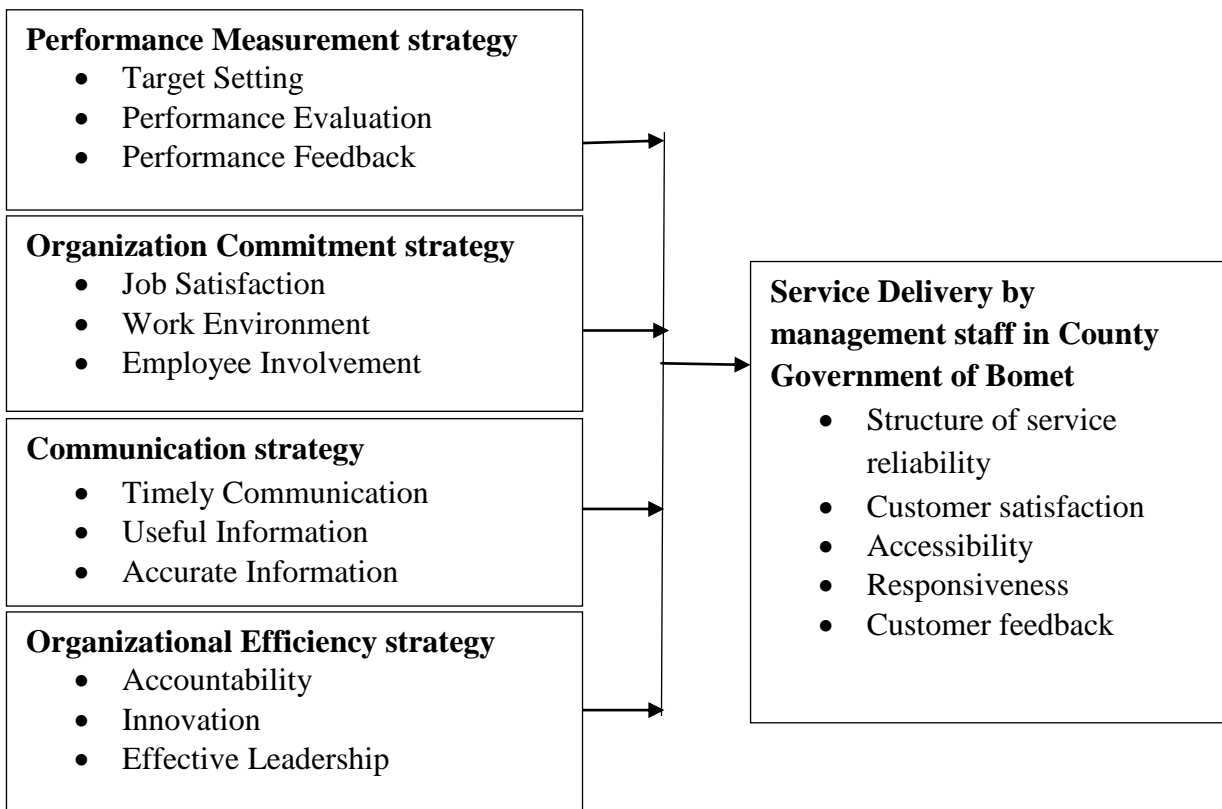


Figure 2.1: Conceptual Framework

Source: Researcher (2022)

The independent variables include; performance measurement strategy, organizational commitment strategy, communication strategy, and organizational strategies strategy while the dependent variable will be service delivery by the management staff.

Performance measurement indicates service reliability, organization commitment determines customers' satisfaction, communication determines responsiveness and customers' feedback while organizational efficiency is associated with accessibility.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter indicates research design, target population, sampling design, data collection instrument, data collection procedure, pilot study, validity and reliability of the research instrument, data analysis and presentation and ethical considerations used in the study.

3.2 Research Design

The study utilized a descriptive and explanatory research design. According to Kothari (2004), the primary purpose of a descriptive survey is to explain the current status of a phenomenon by identifying the nature of prevailing situations, practices, attitudes, and providing accurate descriptions. Saunders, Lewis, and Thornhill (2009) suggest that the descriptive research format enables the establishment of causal relationships between variables by emphasizing the study of a situation or a problem. Therefore, the chosen design is appropriate for the study as it involves examining relationships among variables. The design allowed the researcher to have a broad view of the results by using a larger population. Descriptive survey was appropriate since it describes the elements of the study variables as agreed by Churchill (2009).

3.3 Target Population

The target group was staff composed of top and middle-level management team. Top management including the Chief Executive Members, Directors and Chief Officers; middle management will comprise of head of departments. The HR department of Bomet County Government reported (2018) that the top middle level management team of the organization consists of 260 employees. The top management team is composed of Chief Executive Members, Directors, and Chief Officers, while the middle management team is composed of department heads.

Table 3.1: Target Population

Employee cadre	Staff number	Percentage
Top management	96	36.9%
Middle level management	164	63.1%
Total	260	100%

Source: Bomet County Human Resource Records of 2020

3.4 Sampling Design

Samples comprised items or people selected from a target population to collect information for the research findings (Kothari, 2008). It's a small set a fraction of the entire group. The study utilized a sample size of 78 senior staff members from the County Government of Bomet. The chosen sample size is considered adequate as it falls within the recommended range of 0.1-0.3 of the total population for research purposes (Mugenda and Mugenda, 2003). The information gathered from the sample was intended to be used to make conclusions about the larger population. Sampling was the method employed to determine the fraction of individuals from the population for the study.

Sample size = 30% of the target populous

Hence, sample size = $0.3 \times 260 = 78$

A 10% of the respondents was subtracted to gather for those who will join the pilot study.

Making the size of the sample is $78 - 8$ interviewees equals to 70.

Table 3.2: Sample Size

Employee category	Staff number	Samples' extent 30% of target populous	Percentage
Top management	96	28	10.8%
Middle level management	164	50	19.2%
Total	260	78	30%

Source: Author (2022)

A stratified sampling technique was used, and this guaranteed that the target population had an actual chance of taking part in the current research study.

3.5 Data Collection Instrument

This investigation employed raw and derived raw data. A Likert scale type of questionnaire was adopted to gather primary data. Babbie (2020) argues that the process of gathering data in quantitative research ought to contain the gathering of actual-time statistics from members thru using established questionnaires. The researcher gave the questionnaires to respondents and collected later. This procedure of administering questionnaires enabled an easy and economical method of collecting data and comprehensive statistical analysis. The questionnaire consisted of five sections: section A dealt with the employees' demographic information; section B addressed the performance measurement strategy and service delivery; section C addressed organizational commitment and service delivery; section D addressed communication and service delivery; section E contained statements on organizational efficiency strategy and service delivery, whereas section F contained statements on service delivery. The questionnaire used both closed and open ended questions.

3.6 Data Collection Procedure

The researcher sought an introductory letter from Kenyatta University to aid in acquiring research permit from National Commission for Science, Technology and Innovation (NACOSTI) to collect the desired data for the study. The researcher sought an appointment with the County Secretary, Bomet County Government, who is the head of public service and was given an authority letter to interview the management staff.

The investigator reviewed secondary data on the available County Government of Bomet performance records and reports. Fully finished questionnaires might be accrued. Privacy was assured using a letter with the intention to be issued with every questionnaire.

3.7 Pilot Study

To ensure the research instrument's reliability while gathering data, it is essential to conduct testing prior to the final data collection. A pilot study was conducted in this research to assess the validity and reliability of the research instrument. Typically, a pilot study involves a small subset of the population, ranging from 10-20% (Mugenda and Mugenda, 2003). In this case, eight questionnaires were administered during the pilot study, conducted in Kericho County, Kenya.

3.8 Validity and Reliability of the Research Instrument

The section describes testing of both reliability and validity of the research instruments. Both reliability and validity are crucial in determining the quality of research as they indicate how consistent and accurate the measures used are.

3.8.1 Validity of Research Instrument.

This indicates if applied instruments test what they were meant to test (Borg and Gall, 1989). Content material validity is defined as how correct the analysis tool addresses the various elements in question whilst face validity indicates the degree a given analysis quantifies the intended to quantify. The researcher ensured that the questionnaire determined for content and face validity. This was achieved by distributing the questionnaires to the supervisor, friends, and lecturers for feedback. Questions were discussed and agreed upon with the supervisor. Construct validity is defined as how well group of indicators depicts a phenomenon that cannot be measurable directly, it seeks to examine if a measure results as the theories explains a measure of that construct should act

(Wieland, Hartmann, and Vargo, 2017). In the current study construct validity was determined by conceptualization of variables and use of theories.

3.8.2 Reliability of Research Instrument

Reliability was established using Cronbach's (α). Reliability of the study variables were measured against the constant of 0.70 (Mugenda & Mugenda, 2003). Questionnaire with reliability results of greater than 0.70 were regarded as reliable and valid for. The study realized a Cronbach's alpha coefficient of 0.77 using the Statistical Package for Social Science (SPSS), which is considered acceptable.

3.9 Data Analysis and presentations

The collected data was thoroughly checked for accuracy before it was coded. To demonstrate the association between the performance contracting strategy and service delivery in Bomet County, the data was analysed using SPSS and regression analysis. Additionally, secondary information was analysed using content analysis, and the pertinent information was presented using charts and tables.

The formula for multiple regressions is presented: -

$$Y = \beta + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_i,$$

Where;

Y= Service Delivery of County Government of Bomet (dependent variable);

β = Constant (coefficient of intercept);

X_1 = Performance Measurement;

X_2 = Organizational Commitment;

X_3 = Communication;

X_4 = Organizational strategies;

ϵ_i =error term;

3.10 Ethical Considerations

The gathered data was being handled with privacy. Interviewee involvement was considered solely on an optional basis and respondents were informed that they would not be receiving any compensation for participation. Authorization was first acquired from the University, NACOSTI and the County Government of Bomet prior to the collection of data.

CHAPTER FOUR

DATA ANALYSIS, RESULTS, DISCUSSION AND INTERPRETATION

4.1 Introduction

This chapter presents the analysis of the data collected, along with the findings and discussion. The chapter includes an overview of the respondent's descriptive statistics and inferential statistics of the data. Tables, charts and graphs are used to summarize the findings.

4.2 Response Rate

The research involved the distribution of 78 questionnaires to staff members at both top and middle management levels. The results indicated that 21 out of 28 questionnaires were completed by top management, resulting in a response rate of 75%. Additionally, 42 out of 50 questionnaires were completed by middle-level management, which translated to an 84% response rate. Overall, a total of 63 out of 78 questionnaires were completed, resulting in an overall response rate of 79.5%.

Table 4.1 Reliability Statistics

Variable	Cronbach's Alpha	No. of Items
Performance measurement strategy	0.718	22
Organization commitment strategy	0.719	22
Communication strategy	0.726	22
Organizational efficiency	0.721	22

From Table 4.1, the average value of Cronbach's Alpha was 0.721, which was higher than 0.7; this implied that the questionnaire used to collect data produced reliable results according to Patton (2002).

4.3 Gender of the Respondents

Figure 4.1 shows the total percentage of the sample used per gender. Males were 39 (62%) and females were 24 (38%). This indicates that male respondents had a larger representation than female. This suggests that the study effectively reduced the impact of gender bias by gathering data from individuals of all genders. As a result, the collected data reflected the viewpoints of both genders, ensuring an equitable distribution in the percentage composition.

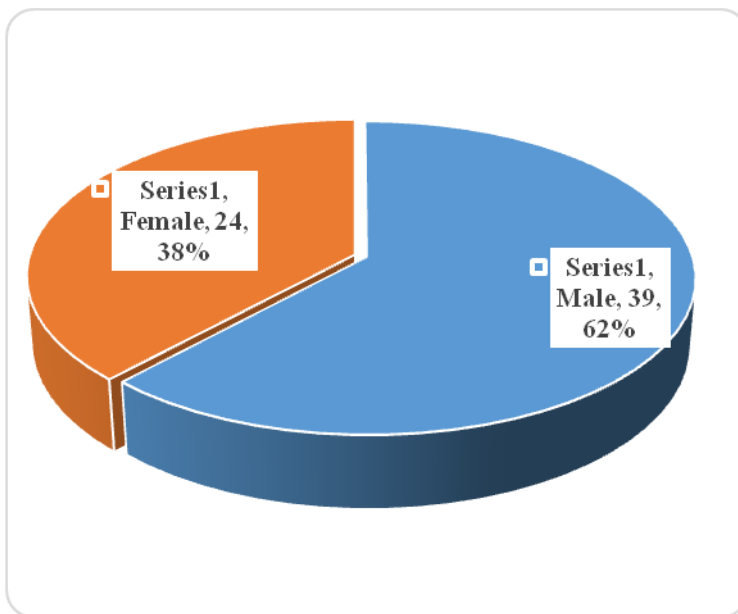


Figure 4.1: Gender of the Respondents

Source: Research Data (2023)

4.4 Age Bracket of the Respondents

Figure 4.2 displays the age distribution of the respondents, indicating that 11% were below 25 years, 25% were between 26-35 years, 35% were between 36-45 years, and 29% were over 45 years. It can be observed that the largest proportion of respondents under age bracket of 36-45 years. Majority of the respondents were adults implying that most workers have worked for a long time hence experienced. The results represented the opinions of all age groups.

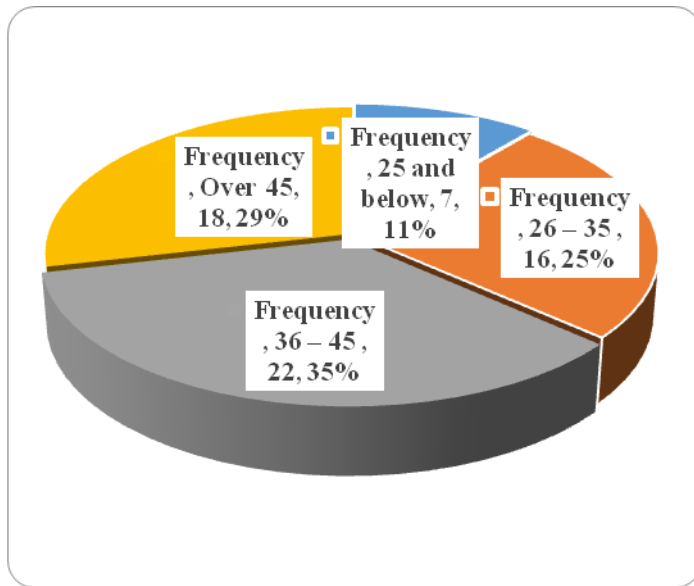


Figure 4.2 Age Bracket of the Respondents

Source: Research Data (2023)

4.4 Duration of Employment of Respondents

According to Figure 4.3, the majority of respondents had been employed for a duration of 11-15 years, accounting for 38% of the total. Employees with over 16 years of employment constituted the smallest group (8%). Many employees have served for 16 years indicating that employee retention is high. Data was obtained from all levels of experienced employees in terms of years of work. Many opinions from the respondents and the data collected were a true representation of the taking place in the County Government of Bomet.

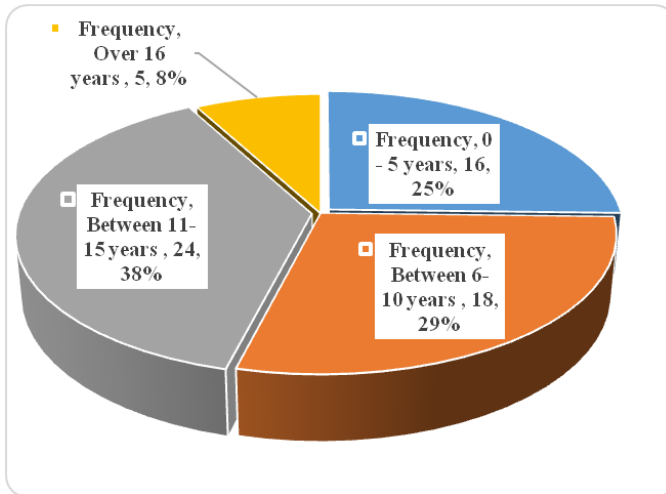


Figure 4.3 Duration of Employment of Respondents

Source: Research Data (2023)

4.5 Department of the respondents

Respondents were sampled across every department for the county government. This was necessary to avoid biasness and improve on the accuracy of the sampling method.

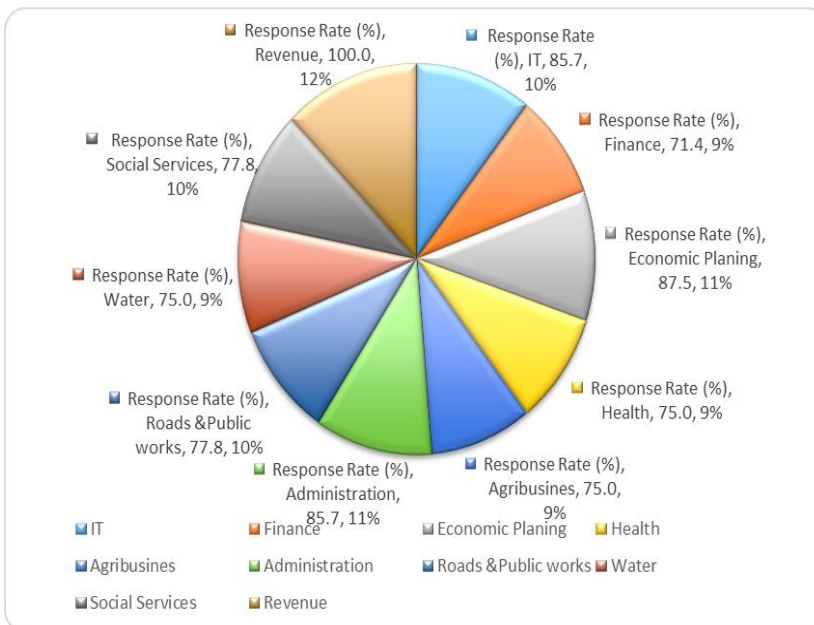


Figure 4. 4 Departments of the Respondents

Source: Research Data (2023)

4.6 Education Background of the Respondents

The majority of respondents had a background in CPA and bachelor's degree, 40% and 27%, respectively. This implies that the County Government of Bomet employed competent educated workers in order to promote structure of responsiveness, accessibility, customer satisfaction and feedback in service delivery.

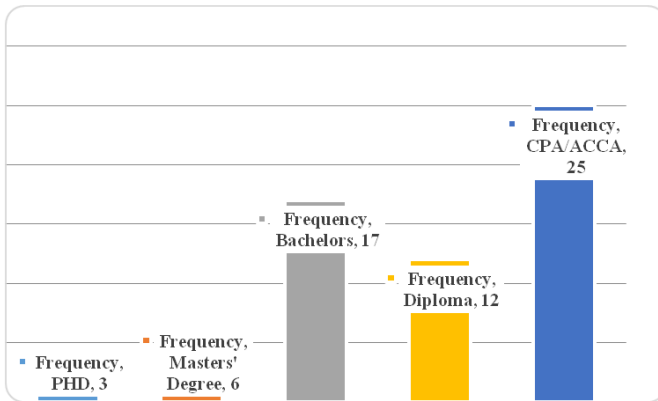


Figure 4. 5 Education Background of the Respondents

Source: Research Data (2023)

4.7 Descriptive statistics

The data collected was based on 5 point Likert scale where 5= strongly agree,, 4= agree , 3= neutral/undecided, 2= Disagree, 1=Strongly Disagree. Data was analysed using descriptive statistics on the minimum, maximum, mean and standard deviation were calculated to aid in data analysis. Mean of 5 indicated a strong agreement and 1 signify strong disagreement. A standard deviation of 5 indicated that there was high variation and 1 showed some variation while below 1 indicated low variation.

Table 4.1: Performance Measurement strategy and service delivery by management staff

Statement on indicator of Performance Measurement strategy then on service delivery by management staff	1	2	3	4	5	Mean	Standard Deviation
	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree		
Achievable targets that have been set	3.2	7.9	14.3	28.6	46.0	4.06	1.10
The county government of Bomet has targets that are achievable	7.9	11.1	23.8	31.7	25.4	3.56	1.21
Performance evaluation is carried out for project prioritization	3.2	15.9	15.9	31.7	33.3	3.76	1.16
Performance evaluation has influence on project completion time	1.6	7.9	14.3	31.7	44.4	4.10	1.02
Use of scorecard to ensure performance evaluation and continuous prioritization of projects	7.9	27.0	19.0	22.2	23.8	3.27	1.30
Performance feedback mechanisms affects completion of projects on time	11.1	28.6	3.2	27.0	30.2	3.37	1.44
Performance measurement strategy affect service delivery by management staff	1.6	11.1	23.8	34.9	28.6	3.78	1.03
Average						3.70	1.18

Source: Research Data (2023)

According to the data in table 4.2, The County Government of Bomet has targets that are attainable (mean of 3.56). There was a slight variation (standard deviation of 1.12). Most of respondent agreed that performance evaluation was carried out at the County Government of Bomet on prioritization of the project (mean of 3.76).There was small variation (Standard deviation of 1.16). County Government of Bomet has set achievable targets (mean of 4.06). There was slight variation (standard deviation of 1.10). The research findings demonstrates that performance evaluation on completion time had effect on performance measurement (mean of 4.10) which somewhat varied (standard deviation 1.02). Performance feedback mechanisms affects completion of projects on time (mean of

3.37) varied at (standard deviation of 1.44). Use of scorecard to ensure performance evaluation and prioritization of projects continuously (mean of 3.27) Variation was noticeable (standard deviation of 1.30). Performance measurement strategy showed effect on service delivery by management staff (mean of 3.78) which what varied somehow (Standard deviation of 1.03). The average mean of 3.70 showed that service delivery by management staff was determined by performance measurement strategy and its metrics because the former varied (standard deviation of 1.18). The study results agree with the argument made by Rehman, Mohamed, and Ayoup (2019), who argue that to meet the objective of contract implementation, the devolve unit should continuously monitor the service delivery process to make it more efficient.

Table 4.2: Organization commitment strategy and service delivery by management staff

	1	2	3	4	5		
Statement on indicator of organization commitment strategy then on service delivery by management staff	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Satisfaction of employees with their work enhances timely completion of projects	4.8	7.9	7.9	47.6	31.7	3.94	1.07
Job satisfaction leads to timely settlement of bills	3.2	14.3	9.5	28.6	44.4	3.97	1.18
The nature of work environment influences client satisfaction	0.0	9.5	7.9	7.9	74.6	4.48	0.99
Public participation promote satisfaction among citizens of Bomet county	3.2	6.3	15.9	38.1	36.5	3.98	1.03
Public participation enhances timely completion of projects	6.3	6.3	15.9	31.7	39.7	3.92	1.17
Organisational commitment strategy determines service delivery	4.8	7.9	9.5	31.7	46.0	4.06	1.14
Average						4.1	1.1

Source: Research Data (2023)

The table shows that Satisfaction of employees with their work enhances timely completion of projects (mean of 3.94) which in turn varied slightly (standard deviation of 1.06). Job satisfaction leads to timely settlement of bills (mean of 3.97) which slightly varied (standard deviation of 1.18). The nature of work environment influences client satisfaction (mean of 4.48). Standard deviation of 0.99 showed that variation in clients' satisfaction was low. Public participation enhances timely projects completion (mean of 3.92) whose variation was somewhat high (standard deviation of 1.07). Organization commitment strategy determines service delivery by management staff (mean of 4.06). Standard deviation of 1.14 indicates that there was little variation in service delivery by management staff due to organization commitment strategy. Average mean of 4.1 shows that service delivery by management staff is a function of Organization commitment strategy and its metrics because there was little variation in service delivery by management staff (standard deviation of 1.1). The findings align with the findings of Kiarie (2017) who established that there is a strong degree of agreement in organization commitment and service delivery

Table 4.3: Communication strategy and service delivery by management staff

	1	2	3	4	5		
Statement on indicator of communication strategy then on service delivery by management staff	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
The executive and legislative arm of the county government of Bomet provides communication timely citizens' satisfaction	1.6	3.2	9.5	36.5	49.2	4.29	0.88
Government of Bomet provides communication timely to citizens' satisfaction	1.6	6.3	14.3	33.3	44.4	4.13	0.98
Communication delivered timely has effect on citizen satisfaction	1.6	1.6	15.9	42.9	38.1	4.14	0.85
Government of Bomet provide useful information on projects	1.6	7.9	9.5	38.1	42.9	4.13	0.98
County Government of Bomet provide data on settlement of bills accurately	3.2	4.8	14.3	46.0	31.7	3.98	0.97
Encourage feedback to ensure mutual understanding	1.6	4.8	11.1	47.6	34.9	4.10	0.89
Communication strategy is significant in service delivery by management staff	0.0	6.3	14.3	34.9	44.4	4.18	0.90
Average						4.1	0.9

Source: Research Data (2023)

The executive and legislative arm of the county government of Bomet provides communication timely citizens' satisfaction (mean of 4.29) however there was low variance in satisfaction (standard deviation of 0.88). The executive of county government of Bomet provides communication timely to citizens' satisfaction (mean of 4.14) though variation was low (standard deviation of 0.85). Provision of information on projects is very useful (mean of 4.1). Variation was low (standard deviation of 0.98). Communication strategy was significant in service delivery (mean of 4.18), Aggregate mean of 4.1 showed that the strategy was significant in service delivery by management staff though service delivery didn't vary much (standard deviation of 0.9).

Table 4.4: Organizational efficiency strategy and service delivery by management staff

	1	2	3	4	5		
Statement on indicator of organizational efficiency strategy then on service delivery by management staff	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Accountability by the county government of Bomet leads to timely completion of projects	3.2	14.3	11.1	36.5	34.9	3.86	1.14
Accountability by the county government of Bomet leads to timely settlement of bills	9.5	0.0	12.7	15.9	61.9	4.20	1.25
Innovation enhances prioritization of projects	0.0	1.6	1.6	28.6	68.3	4.64	0.60
Effective leadership by the county government of Bomet influences satisfaction by the citizens of the county	3.2	7.9	20.6	38.1	30.2	3.84	1.04
Organisational efficiency strategy determines service delivery by management staff	7.9	1.6	15.9	3.2	71.4	4.29	1.25
Average						4.2	1.1

Source: Research Data (2023)

The study established that accountability by the County Government of Bomet leads to timely completion of projects (mean of 3.86). There was slight Variation in completion (standard deviation of 1.14). Accountability by the County Government of Bomet leads to timely settlement of bills (mean of 4.20), which in turn varied slightly (standard deviation 1.25). Innovation by the County Government of Bomet enhances prioritization of projects (mean 4.64) variation was low (standard deviation 0.60). Effective leadership by the county government of Bomet influences satisfaction by the citizens of the county (mean of 3.84) which in turn varied slightly (standard deviation of 1.04). The organization efficiency strategy determines service delivery by management staff (mean of 4.29). There

was slight variation (standard deviation of 1.25). The average mean of 4.2 showed that organizational efficiency strategy affects service delivery by management staff, which varied slightly (standard deviation of 1.1). The outcomes of this study are consistent with the conclusions drawn by Adenya and Muturi (2017), who discovered that organizational efficiency strategy implementation is an essential component in enhancing effective revenue collection efficiency by Kiambu County, as evidenced by improved employee performance, retention, and increased revenue collection. Muendo and Ogutu (2020) carried a study on the correlation between organizational efficiency strategy implementation and organizational performance at the Kenya Medical Training College, and the results demonstrated that effective strategy implementation directly contributes to organizational performance.

Table 4.5: Service Delivery by management staff

	1	2	3	4	5		
Statements on Service delivery by management staff	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Responsiveness settlement of bills indicates efficient service delivery by management staff	1.6	3.2	4.8	15.9	74.6	4.59	0.85
Project prioritization is a good indicator of service delivery by management staff	0.0	1.6	3.2	4.8	90.5	4.84	0.54
Citizen satisfaction of quality of projects demonstrate impressive service	3.2	3.2	0.0	17.5	76.2	4.60	0.90
Service delivery is demonstrated in citizens' feedback	3.2	3.2	3.2	15.9	74.6	4.56	0.94
Performance contracting leads to improved service delivery by management staff	1.6	6.3	1.6	31.7	58.7	4.40	0.92
Average						4.6	0.8

Source: Research Data (2023)

Table 4.6 reveals that the majority of the respondents agreed that the responsiveness settlement of bills was also deemed as an indication of efficient service delivery by management staff (mean of 4.59). Variation was low variation (standard deviation of 0.85). Project prioritization is a good indicator of service deliver by management staff (mean of 4.84) but low variance (standard deviation of 0.54). Citizens satisfaction on quality of projects also showed a good level of service delivery by management staff (mean of 4.60) which didn't vary much (standard deviation of 0.90). Citizen feedback was seen as a manifestation of service delivery by management staff (mean of 4.56) but a low variation (standard deviation of 0.94). Generally, performance contracting was found to have led to increased service delivery by management staff (mean of 4.40). However, there was a minimal variation in service delivery by management staff (standard deviation 0.92). The aggregate mean of 4.6 showed that there was significant effect on service delivery by management of staff, which in turn somehow varied (standard deviation of 0.8). These findings are consistent with previous research conducted by Wanjiru (2016) and Okwemba and Njuguna (2021) who concluded that evaluation of strategy majorly influence the policies of an organization.

4.7 Inferential statistics

Regression analysis was used to summarize the inferential statics. Tabulated are the Analysis of Variance(ANOVA) and regression equation.

Table 4.7: Analysis of Coefficient of Determination using SPSS Version 23

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.902 ^a	.813	.811	.296

independent variables: (Organization commitment strategy, Performance Measurement strategy, Organizational efficiency strategy, Communication strategy)

Source: Research Data (2023)

The determination coefficient (R square) was used to measure the effect of Organization commitment strategy, Performance Measurement strategy, Organizational efficiency strategy, and Communication strategy on service delivery by management staff. The results indicated that the generated R value was 0.813, indicating that these four strategies accounted for 81.3% of the variability in service delivery in County Government of Bomet. The remaining 18.7% of the variability was informed by elements that were not addressed in the research.

Table 4.8: ANOVA on Performance Measurement strategy using SPSS version 23

Model ⁵	Sum ⁵ of ⁵ Squares ⁵	df ⁵	Mean ⁵ Square ⁵	F ⁵	Sig. ⁵
1 Regression ⁵	1.053	1	1.053	11.08	.000 ^b
Residual ⁵	2.459	26	.095		
Total	3.512	29			

Source: Research Data (2023)

Table 4.8 displays the results of the ANOVA test, which revealed that the Performance Measurement Strategy had a significant effect on the service delivery by management staff

in the Bomet County Government, as evidenced by an F-value of 11.08 and a p-value of 0.00, which is less than 0.05 level of significance.

Table 4.9: ANOVA on Organization commitment strategy using SPSS version 23 Results

Model	Sum ⁵ of ⁵ Squares ⁵	df	Mean ⁵ Square ⁵	F ⁵	Sig. ⁵
1 Regression ⁵	1.023	1	1.023	12.04	.000 ^b
Residual ⁵	2.211	26	.085		
Total ⁵	3.234	29			

Table 4.9 displays the results of the ANOVA test suggest Organizational commitment strategy had significant effect on service delivery by management staff as evidenced by an F-value of 12.04 and p-value of 0.00 which is less than 0.05 level of significance. The current study's findings are consistent with those of a study conducted by Santura, Muema, and Nkaabu (2017) on the impact of organization commitment on public organizations in Isiolo County. The research demonstrated that organization commitment has a positive effect on organizational performance. Similarly, Nnamani, Ejim, and Ozobu (2015) conducted a study in Nigeria, which revealed a notable positive association between strategy formulation and organizational commitment. However, the current research focused on a devolved government in Kenya, and the sample size was 32, compared to 100 in the study conducted by Nnamani, Ejim, and Ozobu (2015).

Table 4.10: Analysis of variance on Communication strategy using SPSS version 25

Model	Sum of df	Mean Square	F	Sig.
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		Squares				
1	Regression	0.766	1	0.766	2.914	0.090 ^b
	Residual	46.533	177	0.263		
	Total	47.299	178			

Source; Survey data (2023)

The P-value of 0.090 was obtained which is more than 0.05 hence Communication strategy was insignificant tested at 5% level of significance.

Table 4.11: Analysis of variance on Organizational efficiency strategy using SPSS version 23

		Sum of				
Model		Squares	df	Mean Square	F	Sig.
1	Regression	0.259	1	0.259	0.973	0.325 ^b
	Residual	47.040	177	0.266		
	Total	47.299	178			

Source; Survey data (2022)

An ANOVA test was conducted (as shown in Table 4.10) and a P value of 0.325 was obtained. Since this value is greater than 0.05, it was concluded that the Organizational Efficiency Strategy was not significant when tested at a level of significance 5%.

Table 4.12: Analysis of Variance on service delivery (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.792	4	9.198	152.141	.000 ^b
	Residual	3.567	59	.060		
	Total	40.359	63			

a. Dependent Variable: Service Delivery by management staff

Source: Research Data (2023)

The statistical results presented in Table 4.11 indicated that the F-Calculated (4, 59) value was 152.141, which was higher than the F-Critical (4, 59) value of 2.53 using 2-tail test and 95% confidence level. Furthermore, the p-Value was 0.000, which was lower than the alpha level of 0.05. These results indicate that, at a composite level, the predictors are statistically significant to service delivery by management staff.

Table 4.13: Analysis of coefficients using SPSS

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.a
1stant)	.367	.252		1.456	.151
Organizational efficiency strategy	1.111	.166	1.402	6.699	.000
Performance Measurement strategy	-.725	.105	-1.032	-6.912	.000
Communication strategy	.911	.202	1.017	4.513	.000
Organizational commitment strategy	-.366	.237	-.485	-1.541	.129

Source: Research Data (2023)

a. Dependent Variable: Service Delivery by management staff

Above table gives total model coefficient's summary. The overall regression model is specified as

$$Y=0.387+1.111x_1-0.725x_2+0.911x_3-0.366x_4$$

Variables used in the regression model were Y was the dependent variable representing service delivery, and β_0 , which represents the constant. The independent variables were x_1 , x_2 , x_3 , and x_4 , which corresponded to Performance Measurement Strategy, Organization Commitment Strategy, Communication Strategy, and Organizational Efficiency Strategy respectively.

From the above fitted regression model there is a total change in service delivery by management staff of 0.367 with all variables are held to be constant. Other variables kept constant, a unit change in performance measurement strategy, lead to a -0.725 change in service delivery by management staff keeping other variables constant. For a unit change in Organization commitment strategy there is -0.366 changes in the service delivery by management staff. For a change in a unit of communication strategy there is 0.911 units change in the service delivery by management staff holding other variables constant. A one-unit addition in the organizational efficiency strategy of the organization results in 1.111 units change in the service delivery. Frey and Osterloh (2002) note that flexible conditions of contracting could lead to organization commitment. Bouckaert, (2020) notes that organization commitment largely depends on the type of contracted job based on personnel statutes. Rhama and Koji (2013) argues that the major determinants on the type of communication strategy contracted is whether the job is managerial or operational or level of skills required for the communication strategy.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The chapter contains a summary of findings, conclusion and the recommendations. A suggestion for further studies is also presented in the chapter.

5.2 Summary

The objective of this research was to establish the effect off performance contracting strategy on service delivery by management staff in County Government of Bomet. The focus was on examining the effect of performance measurement strategy, organization commitment strategy, communication strategy, and organizational efficiency strategy. The study employed the expectancy theory, goal-setting theory, SERVQUAL model and new public management theory, with an explanatory design and a sample of 70 management among a population of 260. A semi-structured questionnaire was used in the research to collect both qualitative and quantitative data. Validity was ensured by giving the questionnaires to the experts in the field of strategic management whose comments and advice were incorporated to the research instruments, the study examined the findings and compared with the theories employed to evaluate construct validity. Reliability was tested using Cronbanch's alpha at alpha value of greater than 0.70. The data was analysed using descriptive and inferential statistical methods. The study realized a Cronbach's alpha coefficient of 0.77 using Stastistical Package of Social Science (SPSS), which was considered acceptable.

5.2.1 Performance Measurement Strategy and Service Delivery by management staff

Performance measurement strategy was significant effect on service delivery. The performance measurement strategy had an adverse effect on the service delivery by

management staff, demonstrating that an increase in the performance measurement strategy led to a decrease in the rate of service delivery by management staff. The respondents showed uncertainty regarding performance measurement effects on service delivery by management staff, with an average mean of 3.6. Performance measurement is demonstrated by statistics to be not significant at the 5% level of significance.

5.2.2 Organization Commitment Strategy and Service Delivery by management staff

Organizational commitment did not have a significant effect on service delivery by management staff when tested at the 5% level of significance.

5.2.3 Communication Strategy and Service Delivery by management staff

Communication strategy was insignificant to service delivery by management staff tested at a 5% level of significance. An increase in the communication strategy results in an increase in the service delivery by management staff.

5.2.4 Organizational Efficiency strategy and Service delivery by management staff

Organization efficiency had significant effect on the rate of service delivery by management staff. The efficiency strategy of the organization showed a positive effect on service delivery. An increase in the organizational efficiency strategy had a favourable effect on service delivery by management staff. However, statistical tests showed that the significance of the organization efficiency strategy was not established at a 5% level of significance.

5.3 Conclusions

The study employed panel data analysis to examine the relationship between the independent variables and the dependent variable. The data used in the analysis was collected from the top and second-level management staff. The study's findings indicated

that the performance measurement strategy did not positively effect on service delivery. This was due to performance contracting not adequately reflecting citizen satisfaction in service delivery. The study also found that organization commitment alone was insufficient in explaining delivery of service in the county. The study summarized that improving communication strategy would lead to an increase in service delivery, with communication being a crucial factor in explaining service delivery. Additionally, the study findings indicate that the organization's efficiency strategy had a notable impact on the delivery of service rate. In addition, government accountability led to the timely completion of projects and settlement of bills. Furthermore, the study concluded that innovation played a vital role in prioritizing projects, while effective leadership positively influenced the satisfaction of county citizens.

5.4 Recommendations

The researcher provided the following recommendations informed by the study's findings. Communication strategy should be improved as they played a great role in explaining service delivery. Improvement in communication strategy would lead to increased rate of service delivery. Proper systems are required to improve service delivery.

County Government of Bomet should have greater focus on flexible conditions of performance contracting since they have greater effect on employee performance as employees do not work under-pressure and terms of contracting are reviewed often.

Bomet County Government should put more emphasis on written contracts since they motivate employees hence contributing to their performance compared to verbal contracts. The institution should enhance its employee performance by ensuring all the employees contracts are written, long-term and specific to the years of experience of the employees.

Performance contracting on both management and operational jobs should be well laid down and properly implemented in Bomet County Government, and various employees should be assigned duties relevant to the level of their skills in the organization.

Bomet County Government should have effective mechanism for measurement of expected contractual outputs. The measurement should be in terms of timeframe, expected output deliverance and achievement of the objectives purposely designed.

5.5 Suggestions for Further Study

There is need to carry out research in other counties in Kenya a study with a larger sample size to improve the accuracy of the data collected and analyzed. Expanding the study to include other variables will generate more understanding and increase the generalizability of the results.

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APPENDICES

Appendix I: Transmittal Letter

Yegon Gideon
Kenyatta University,
P.O. Box 43844 – 00100,
NAIROBI.

Dear Respondent,

RE: ACADEMIC QUESTIONNAIRE

My name is Yegon Gideon and I am seeking out information on performance contracting strategy and service provision in Bomet. This is part of my coursework prior to graduating from Kenyatta University.

Kindly assist me in truthfully filling out the attached questions which will take around 20 minutes. The information you provide shall be treated with complete privacy in respect of your anonymity.

Thank you for your time.

Thank you.

Yours faithfully,

Yegon Gideon
D53/PT/38825/2017

Appendix II: Research Questionnaire

Dear respondent,

I am a graduate seeking out information on performance contracting strategy and service delivery in the county government of Bomet as part of my coursework prior to graduating with an MBA.

Kindly assist me in truthfully filling out the attached questions.

SECTION A: PROFILE

(Tick where applicable✓)

1) Gender: Female Male

2) Age bracket?

20-25 26-35 36-45 46 & above

3) Duration of Employment?

1 - 5 years 5 -10 years 11 -15 years 16 years and above

4) Educational background /Qualifications? Tick where appropriate

Diploma Degree CPA/ACCA Master's Degree Ph.D. Others

specify _____

5) Indicate your department

Finance Administration Economic planning

ICT Roads & Public works Health

Revenue Social Services Agribusiness

Water

SECTION B:

In this section respondents were asked to rate their level of agreement on performance contracting strategy and service delivery by management staff. The rating was based on Likert scale

Where 5= strongly agree,, 4= agree , 3= neutral/undecided, 2= Disagree, 1=Strongly Disagree

PERFORMANCE MEASUREMENT STRATEGY

Statement	5	4	3	2	1
Achievable targets that have been set					
The county government of Bomet has targets that are achievable					
Performance evaluation is carried out for project prioritization					
Performance evaluation has influence on project completion time					
Use of scorecard to ensure performance evaluation and continuous prioritization of projects					
affects completion of projects on time					
The Strategy of performance measurement affect service delivery by management staff					

a) To what ways does performance measurement affects service delivery by management staff county government of Bomety?

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.....

.....

**ORGANIZATIONAL COMMITMENT STRATEGY AND SERVICE DELIVERY
BY MANAGEMENT STAFF**

Statements	5	4	3	2	1
Satisfaction of employees with their work enhances timely completion of projects					
Job satisfaction leads to timely settlement of bills					
The nature of work environment influences client satisfaction					
Public participation promote satisfaction among citizens of Bomet county					
Public participation enhances timely completion of projects					
Organisational commitment strategy determines service delivery by management staff					

b) Outline how organizational commitment affects service provision by management staff in Bomet?

.....

**COMMUNICATION STRATEGY AND SERVICE DELIVERY BY
MANAGEMENT STAFF**

Statements	5	4	3	2	1
The executive and legislative arm of the county government of Bomet provides communication timely citizens' satisfaction					
Government of Bomet provides communication timely to citizens' satisfaction					
Communication delivered timely has effect on citizen satisfaction					
Government of Bomet provide useful information on projects					
County Government of Bomet provide data on settlement of bills accurattly					
Encourage feedback to ensure mutual understanding					
Communication strategy is significant in service delivery by management staff					

c) Briefly explain how communication affects service delivery by management staff in the County Government of Bomet?

.....

.....

.....

ORGANIZATIONAL EFFICIENCY STRATEGY AND SERVICE DELIVERY BY MANAGEMENT STAFF

Statements	5	4	3	2	1
Accountability by the county government of Bomet leads to timely completion of projects					
Accountability by the county government of Bomet leads to timely settlement of bills					
Innovation enhances prioritization of projects					
Effective leadership by the county government of Bomet influences satisfaction by the citizens of the county					
Organisational efficiency strategy determines service delivery by management staff					

d) To what extent does organizational efficiency affect the level of service delivery by management staff in Bomet County?

.....

.....

.....

SERVICE DELIVERY BY MANAGEMENT STAFF

Statement	5	4	3	2	1
Responsiveness settlement of bills indicates efficient service delivery by management staff					
Project prioritization is a good indicator of service delivery by management staff					
Citizen satisfaction of quality of projects demonstrate impressive service					
Service delivery is demonstrated in citizens' feedback					
Performance contracting has led to increased service delivery by management staff					


e) How can you rate the level of service delivery by management staff in the County Government of Bomet?

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.....

.....

Appendix III: Letter of Approval of Research Proposal


KENYATTA UNIVERSITY
GRADUATE SCHOOL

3

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Dean, Graduate School
TO: Yegon K. Gideon
C/o Business Administration Dept.

DATE: 3rd June, 2022
REF: C153/PT/38825/2017

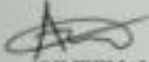
SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 4th May, 2022 approved your Research Project Proposal for the M.B.A Degree Entitled, **"Performance contracting strategy and service delivery in County Government of Bomet, Kenya"**.

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and progress report Forms per semester. The Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.


ANNBELL MWANIKI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration.

Supervisors:

1. Dr. Kipkorir Sitienei Chris
C/o Department of Business Administration
Kenyatta University

AM/202

Appendix IV: Letter of Research Authorization from Kenyatta University



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: C153/PT/38825/2017

DATE: 3rd June, 2022

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR YEGON K. GIDEON – REG. NO. C153/PT/38825/2017,

I write to introduce Yegon K. Gideon who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the Department of Business Administration.

Yegon intends to conduct research for a M.B.A Project Proposal entitled, **“Performance contracting strategy and service delivery in County Government of Bomet, Kenya”**.






Any assistance given will be highly appreciated.

Yours faithfully,


f PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL

AM/lin

Appendix V: NACOSTI Research Licence

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
RefNo: 878673	Date of Issue: 22/June/2022
RESEARCH LICENCE	
	
This is to Certify that Mr. Gideon Yegon of Kenyatta University, has been licensed to conduct research in Bomet on the topic: Performance contracting strategy and service delivery in County Government of Bomet. Kenya for the period ending : 22/June/2023.	
License No: NACOSTI/P/22/18466	
Applicant Identification Number 878673	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code	
	
NOTE: This is a computer generated Licence. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	

Appendix VI: Letter of Authorization by the County Government of Bomet

