

**PERCEIVED INFLUENCE OF PERFORMANCE APPRAISAL ON QUALITY
PUBLIC SERVICE DELIVERY IN NATIONAL GOVERNMENT
ADMINISTRATION IN ELGEYO MARAKWET COUNTY, KENYA**

BY

KIBET RODGERS SIRKOI

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DECLARATION

DEDICATION

I dedicate this study to my mother Winrose Sirkoi for responsible and humbling parenting.

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I thank Lord God the Almighty for making it possible for me to reach this level. I'm indebted to and acknowledge efforts of my supervisors Prof. Peter Omboto and Prof. Richard Musebe of Moi University, School of Business and Economics for their guidance, commitment and cooperation throughout my research study. I also recognize fellow students who took their time directly or indirectly to encourage me handle data collection, data analysis and finalizing the report of this study.

ABSTRACT

Provision of high quality public service has for a long time been a challenge especially in developing nations. In Kenya, public service has undergone a series of reforms aimed at improving quality of public service delivery to be of; acceptable standards, satisfactory and that which earns approval from the citizens. There is an outcry of poor service provision in the public sector. This necessitated government to implement performance appraisal which is an integral component of performance management strategy for achievement of high quality of service delivery. This study sought to investigate the perceived influence of performance appraisal on quality public service delivery in National Government Administration in Elgeyo Marakwet County (EMC), Kenya. The specific objectives of the study were to; establish the perceived influence of job expectation, determine the perceived influence of performance standards, analyze the perceived influence of performance appraisal training and assess the perceived influence of performance-based compensation on quality public service delivery in National Government Administration in EMC, Kenya. This study was anchored on goal setting theory. Explanatory research design was used. The study targeted a population of 219 National Government Administrative Officers (NGAOs) which yielded a sample of 141 respondents. The research utilized stratified sampling technique while closed ended questionnaires were used to collect data. Validity and reliability of questionnaires was realised through conducting a pilot study, Cronbach Alpha tests and guidance from research study supervisors. The questionnaire presented Cronbach Alpha Coefficients of $\alpha=0.770$, an indication of a high level of reliability of data collection instrument. Therefore, Mean and standard deviation were calculated. The study was analyzed by the use of Descriptive analysis and multiple regression analysis (MRA) was used for inferential statistics. The t-test statistics was used to test hypotheses of the study at 5% significant level while f-test was applied to test relationship between performance appraisal and quality public service delivery at 5% significant level. The study finding had $R=0.553^a$ and $R\text{ Square}=0.306$. Multiple Regression Analysis results indicated that performance appraisal significantly influenced quality public service delivery. Performance Based Compensation ($\beta_4=.344$; $P=.000<.05$) followed by Job Expectation ($\beta_1=.183$; $P=.008<.05$); and Performance Standards ($\beta_2=.161$; $P=.046<.05$). Performance Appraisal Training ($\beta_3=.067$; $P=.412>.05$) did not significantly influence relationship between performance appraisal and quality service delivery. The study concluded that performance appraisal influenced quality public service delivery in National Government Administration in EMC, Kenya. Performance Based Compensation was the main influencer of quality public service delivery. The study recommends that National Government Administration should fully implement all the stages and stick to requirements of performance appraisal to achieve provision of high quality public service delivery. The study suggests further studies be done on performance based compensation.

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OPERATIONAL DEFINITION OF TERMS

- Effective Service:** This refers to the period of employee's continuous service provision in the public service.
- Efficient Service:** This refers to employee's effective provision of expected service.
- Job Expectation:** It refers to the required job description, reliability, employee needs and response.
- National Government Administration:** This refers to Public Servants representing Office of the President at varied hierarchical levels of field jurisdiction from Sub-Location to County level.
- Performance Appraisal Training:** It refers to the training provided to employees and evaluators which includes performance training, mentoring on performance, performance seminar and information on performance.
- Performance appraisal:** This refers to the systematic evaluation of the employee's job output achievement based on job expectation, performance standards, performance appraisal training and performance based compensation.
- Performance Standards:** These are the standards that are used in measuring performance which includes internal service quality, performance contract, performance indicators and policies of job description.

Performance-Based Compensation: This is a remuneration system which rewards employees and is partly dependent on employees' performance level and/ or on organization performance.

Public Service Delivery: It refers to the mechanism through which public services are delivered to the members of public by governments in its jurisdiction.

Quality Service: This refers to Customer's comparison of expected service in relation to the actual rendered service.

Servqual Model: This refers to an empiric model to compare service quality performance with Customer service quality needs (Zeithaml, *et al.* 1988).

ABBREVIATIONS

ACC	Assistant County Commissioner
BARS	Behavioural Anchored Rating Scales
CC	County Commissioner
CIPD	Chartered Institute of Professional Development
DCC	Deputy County Commissioner
EMC	Elgeyo Marakwet County
ERSWC	Economic Recovery Strategy for Wealth and Employment Creation
GOK	Government of Kenya
MDAs	Ministries, Departments and Agencies
PA	Provincial Administration
NGA	National Government Administration
NGAOs	National Government Administrative Officers
NPM	New Public Management
RBV	Research Based View
RRI	Rapid Result Initiative
SDGs	Sustainable Development Goals
SLDP	Strategic Leadership Development Programme

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter introduces performance appraisal and quality of public service. It gives the research background, objectives of the study and significance of the study. The section also explains the existing problem of poor quality public service in relation to the existing performance appraisal in National Government Administration as well as performance contracting and its implementation in Elgeyo Marakwet County, Kenya.

1.2 Background on the Study

Over time service industry has been growing and developing both in complexity and demand (Schettkat & Yocarini, 2003). The service industry accounts for over seventy percent of the employment in all OECD member states, rendering majority of state member countries to depend on the service industry (Berry, et al., 2006 and Gardner, 1985). There then a rises need for greater insights into creativity and innovation in service processes (Arvanitis, Kubli & Woerter, 2008). Organizations are continuously coming up with new and creative ways to render high quality services, and have a competitive advantage over their competing Organizations. This advantage makes such Organizations to reach new markets and retain customers and increase their profit margin (Sandstrom, Edvardsson, Kristensson, and Magnusson, 2008 and Khan & Fasih, 2014) through skill mentoring and reaching potential client base (Prahalad & Ramaswamy, 2004).

Service quality is the difference between a consumer's perception and expectation of a service (Grönroos, 1982). Seth, Deshmukh & Vrat (2005) defined service quality as the ability for service providers to match expected service with perceived service to achieve customer satisfaction. While Grönroos (1982); Lehtinen & Lehtinen (1982)

and Parasuraman, Zeithaml & Berry (1985) defined service quality as the comparison stemming from what customers feel a company is supposed to offer and the actual service performance of the company.

The quality of Service can be accessed with the SERVQUAL scale (Khan & Fasih, 2014). SERVQUAL scale measures the quality of a service before and after the consumption of a service. It has five dimensions: tangibility (visible elements of a service such as buildings, sites and tools); responsiveness (how fast service providers respond to customer queries/ the willingness for service providers to assist customers and provide prompt services); reliability (the ability for a service provider to assure customers of a reliable and proper service); assurance (the level of knowledge displayed by a service provider when delivering its services and their ability to inspire trust and confidence); and empathy (ability for a service provider to pay attention to individual customer demands/ individualization of service).

With the ever increasing client-base competition from by organizations from the emerging service quality innovation around the world, organizations have resorted to expand their market base and scale up consumer's expectations through immerging technology and globalization (Lin, Lai, & Yeh, 2007). This has necessitated businesses to be client-satisfaction centered (Khan & Fasih, 2014; Naidoo, 2011 and Schneider, Ehrhart, Mayer, Saltz & Niles-Jolly, 2005). Hence quality of a service provision is perceived by customers as satisfying (Kaura et al (2012) therefore, quality of service is of great influence to consumers' satisfaction and retention.

Creativity in the Service delivery is ever becoming complex in the contemporary society. This is calculated to meet customers' continued changes in service preferences with different tastes, values and patterns. Firms and Organizations are forced by market preferences to incorporate innovation to improve service delivery

methods that increase profit while registering decrease in costs of service delivery. (Chen, Tsou & Huang, 2009). Many studies on service delivery innovation has been. Done in the private organizations over time in comparison to studies undertaken in the government owned establishments (Alam 2002, Baker & Shinkula 2007; Ordanini & Parasuraman 2011). All organizations be it public or private, are bound to bring on board creativity and innovativeness in delivering High quality services that earns the approval of the service consumers. This is because accountability for the use of resource whether; human capital, material or financial should be accounted for by those entrusted to discharge respective services. This requires the application of employee's: knowledge, skills and abilities (Vargo & Lusch, 2008).

Performance appraisal according to Armstrong (2006) is the formal rating and assessment of each employee by supervisor or manager during periodical or yearly performance review meetings. Whereas the Chartered Institute of Professional Development (CIPD) define performance appraisal as a chance for individual worker to engage with line managers in an assessment on their development and performance with the support required by employees from the managers (CIPD, 2013). Performance appraisal is the procedure of setting performance targets, measurement of individual employees' team or departmental performance. It also involves employees' career development.

Performance appraisal date back to Bible History however in Wei Dynasty era from 261 to 265 A.D in China, reveals formal representation of individual performance appraisal where official family performance was appraised using Imperial Rater (Monappata and Mirza, 1997). Rating scales in 1648 was utilized in rating personal qualities where Dublin (Ireland) Evening Post evaluated legislators' performance (Hackett, 1928). During First World War, Walter Dill Scatt adopted "Man-to -man"

which is a rating system that focused in the evaluation of military workforces and later adopted in rebuilding nations after the war (Obeng,1972). Merit-rating was first utilized after the First World War which was based on constrained to hourly-paid employees. In 1920s, hourly-paid employee was used in industrial units which used relational wage structures. Employees were rated against others which assisted in rationing the wages.

Later in 1940s motivation approach was used. The approaches of appraisal included job simulation, critical incidents, behavioral evaluation scales, behavioral observation scales and behavioral anchored rating scales. The rates used performance levels; poor, need to improve, average and excellent for customer service. In 1950s, results oriented approaches was developed that emphasized Management-By-Objectives (MBO) (Prowse and Prowse, 2009). In 1960s, there was advancement to 360 Degree appraisal system that utilized information from manager to subordinate on the individual performance (Redman and Snape, 1992). This also included self-appraisal. There have been numerous changes since 1940s with more innovative appraisals that include performance appraisal, staff assessment, progress report, behavioral assessment, personnel review, employee evaluation and merits (Prasad, 2005). This evolution of performance appraisal has recent year introduced performance contracting as mean of appraising a person on basis of organization objectives. The current study will focus of performance appraisal and quality of public services.

1.2.1 Performance Contracting

Performance contracting and performance appraisal management strategies are being implemented by Kenyan public sector to manage service quality through improved performance of public servants. Kobia and Mohammed (2006) alluded that performance contracting is part of major public reform tool for government to achieve

high quality of the service delivery in public sector. The goal was meant to realize and solve some of the challenges in public sector which includes; outright mismanagement, poor management, political interference, multiplicity of principles and excessive control.

According to Korir, Rotich, & Bengat, (2015) performance contracting was introduced in Kenya to remedy issues that had negatively affected performance in public sector and has resulted to the decline of economic development. Some of the issues included degeneration and dilapidation of infrastructure, poor service delivery and declining in public performance. The public expect the best service delivery and hence was important to further investigate on the concepts of performance appraisal and service delivery.

1.2.2 Implementation of Performance Contract in Kenya

It is the cardinal responsibility of the governments all over the world to be efficient, effective, accountable and responsive to the needs of its citizens in provision of public services. These elements represent performance indicators that are focused for successful governance of government services and resources. The Kenyan government approved adoption of performance contracting in management of public resource in the year 1990. But execution of the same did not pick momentum immediately. In 2003, the committee was established to spear head performance contracting strategy that was introduced as mean to improve accountability and transparency in public resource management (GOK, 2010).

Performance contracting committee was aided by ad-hoc negotiation and evaluation task force. State Corporations and Ministries as well as Departments (MDAs) were evaluated by an ad-hoc task force. The Task-force was independent and composed of renowned public sectors practitioners who had retired from public service, with an

excellent track record in academic and business management. The introduction of performance contracts included a series of mechanisms that ensures individualism in the whole process of setting performance evaluation and targets of individual employees (Mbua & Sarisar, 2013).

Performance contract was structured with instruments and tools that assist in its implementation by the committee. The performance contracting was to be rolled out in local government, state corporations and MDAs. The government also conducted customer satisfaction surveys and citizens' service delivery charters as performance contracting strategy. The utilization of performance contract was not only to boost quality of service delivery but was to lead to reduction of corruption and mismanagement of public funds (Kempe, 2013).

Training and sensitizations was conducted in 2004 for preparation and implementation of performance contracting targeting Chief Executive Officers, Chairpersons and Permanent secretaries. The two-day workshops that lasted for three months were used to reach and train 1,054 participants in 2005 and 1,943 participants in 2006 (Odhiambo, 2009). The Ad-hoc negotiating taskforce that was formed in 2006 by the president of Republic of Kenya focused on rolling out performance contracting was embraced by political leaders as a tool of appraising public service performance (GOK, 2010).

Subsequently, the expectation of introducing performance contracting led to the elimination of unwarranted absenteeism, reduction of laxity at workplace, measurement and evaluation of performance, development of performance oriented culture, enhance efficiency in resource utilization and enhancing of overall performance improved service delivery. The assumption during the performance contract concept is that once performance can be measured and performance short

falls identified as non-performance, action can be taken to report the short fall. Performance evaluation and by extension, performance contracting is then based on the idea that ‘what gets measured gets done.’

Public service delivery is a cardinal obligation for all governments. The public service sectors have endeavored to streamline the service delivery to be efficient, effective, of acceptable quality and within a short time possible. This has been executed through numerous reform measures and has in turn necessitated introduction of various strategies for management of public sector performance. This is being implemented through performance contracting and performance appraisal. Public service delivery provides both administrative, infrastructural developmental among other service. Human capital management is linked to and an engine through which service delivery is effected and there is need to investigate concepts that might improve service delivery (Mutiso, 2013).

Reforms have been continually carried out in public service based on the need for efficiency, timely, quality and effectiveness service delivery pressure demand from citizens and private sector and Civil Societies to meet these expectations, Vision 2030 was adopted with express set targets to be achieved before the period elapses. This informed the governments of Kenya to develop performance appraisal system to measure milestones for accomplishment of the set targets and goals in the Vision 2030 (Government of Kenya, 2010).

Korir, Rotich, & Bengat, (2015) addressed the efforts the Kenya government had undertaken in improvement of performance management practices geared in improving quality of performance in public service delivery. This involved introduction of better performance appraisal system for public service that would curb conflict of interest and poor delivery of service. The performance contracting was

introduced despite resistance from various trade unions in the public sector especially health and education sectors. The challenges included lack of focus in measurements, lack of standards among other issues when measuring performance of different government organizations. All a long Performance measurement discrepancy in service delivery has been a major challenge in Kenyan public service.

1.2.3 Quality Public Service Delivery

In order for Kenya to undertake and achieve the big four agenda as well as the vision 2030 the public sector must optimize the performance of its human resource. According to Korir, Rotich and Bengat (2015) the Public Sector has implemented numerous reforms in improving quality service delivery since Kenya attained independence in 1963. In the early 1990's the Government through Public Sector Reforms started the implementation of Civil Service Reform Programs with the goal of cutting down and aligning public wage bill, streamlining and right- sizing in the Ministries, Departments and Agencies (MDAs), strengthening payroll controls, human resource and capacity building of staff as well as public organizations. This was famously referred to as Structural Adjustment Programs (SAPs) (GOK, 2006). The quality of public service delivery has been mainly affected by political interference as well as corruption since independents among challenges. A result Kenyan government has been undertaking reforms to ensure that civil servants improve quality of service delivery.

Numerous reforms have been done in remuneration, motivation, person development and performance appraisal all in enhancing quality of service delivery. Through the Sessional papers numbers one of 1986, 1992 and 1994, Government endeavoured to execute public service reforms to control the wage bill, balance operation and maintain low public expenditure and improve the quality of public service delivery

quality. This endeavour has had a lot of impact on staffing, Civil Service Agencies, employees' salaries and benefits, human resource development, training and management. This resulted to staff right-sizing, staff capacity building and result-based performance (GOK, 2007).

All the Public Sector reforms in Kenya are citizen-centred whose goals were provision of public services that meets standards, approval and satisfaction of the citizens (GOK, 2007). The Economic Recovery Strategy for Wealth Creation (ERSWC) focus was aimed at improving the quality of public service delivery through strengthening the link between planning, budgeting and execution of strategic management and performance management in public service delivery (GOK, 2003).

Government also undertook to focus on national development agenda through its First Medium Term Plan from 2008 to 2012 and the Vision 2030 three pillars; socio, economic and political (GOK, 2007). It noted that motivated, efficient and adequately qualified civil service is founded on these pillars of the Vision 2030 (GOK, 2007). The Government has maintained pace in its efforts to inculcate attitudinal perception among public servants, development of its human resource resources, service delivery orientation, computerisation of service delivery, skill inventory assessments, performance management and training and development of human resource (GOK, 2007). Therefore, quality service delivery in public sector is crucial for development of the nation. The current research investigated quality of service delivery in National Government Administration.

1.2.4 National Government Administration

Kenya attained independence on 12th December, 1963. The first post-independence government needed a vehicle to bring the nation as one by means of encouraging

statehood and nationhood by providing a machinery for closed management with direct linkage from National level at the topmost to Grass root at the bottom.

Provincial Administration (PA) which had been serving this role during colonial role was not only retained but also reinforced to deliver the essential connections between the grassroots and Central Government (Principal Secretary, Interior, 2015). The PA has since undergone reforms to give birth to the National Government Administration.

There was agitation for multiparty democracy and new constitution dispensation from late 1980s. Introduction of Plural democracy was realized in 1991 after repeal of Section 2A of the Constitution of Kenya whereas new constitutional dispensation was promulgated on 27th August, 2010 (Principal Secretary, Interior, 2015). The new constitution required reorganization and restructuring of governance which introduced national as well as devolved governments. These two level of governments are dissimilar but also inter-reliant. The constitution of Kenya, 2010, dictates that all parts of the country should access reasonable services of acceptable quality and standards (Republic of Kenya, 2010).

Bagaka, (2011) opined that in the old constitutional dispensation, the PA coordinated Central Government strategies and development programmes at the grassroots level. It supervised and coordinated Government Ministries, programmes and policies. According to Akech, (2010 as quoted in Bagaka, 2010), PA Officers were answerable to immediate senior PA Officers and served at the pleasure and direction of the President.

The PA was in place in Kenya till the proclamation of the Constitution of Kenya, 2010 on 27th August, 2010. The new constitution dictated restructuring of PA within five years after its promulgation (Republic of Kenya, 2010). The National

Government Co-ordination Act, 2013 was enacted to create an institutional and administrative framework for the management of National Government functions at the County and National levels of governance (Republic of Kenya, 2013). In spite of the restructuring of PA which was renamed NGA, challenges and difficulties in coordination of national government function and service delivery still abounds.

The State Department responsible for National Government Administration adopted performance contracting and performance appraisal in curbing the challenges that affect workforce in public sector (Kobia and Mohammed, 2006). Other challenges include lack of capacity, guidelines and expertise in human capital (Korir, Rotich & Bengat, 2015).

National Government Administrative Officers are; Regional Coordinators (RCs), County Commissioners(CCs), Deputy County Commissioners (DCCs), Assistant County Commissioners (ACCs), Chiefs, and Assistant Chiefs. The role and mandate of NGAOs is to coordinate the execution of National Government programs and represent the presidency in their respective areas of jurisdiction. This include but not limited to: overseeing implementation of National Government development projects; organizing National and State functions; coordinating disaster management where National Government is required to respond; coordinating maintenance of law and order, coordination of security to Government installations; assets, facilities and inventory; identifying persons for national and civil registration; coordinating campaigns against drugs, alcohol and substance abuse; mobilizing communities for development, national events and activities and promoting alternative dispute resolution mechanism coordination of security operations, championing for adherence to National Principles and Values of Governance, issuing permits and signing of various statutory documents, Enforcement and Maintenance of Law and Order by

Citizens, and Pursuance of the interests of National Government. It is reincarnation of Provincial Commissioners (PCs), District Commissioners (DCs), District Officers (DOs), Chiefs, and Assistant-Chiefs in the old Kenyan regime (Nyanjom, 2011).

1.3 Statement of the Problem

Most public organizations fail to achieve their performance targets successfully because employees perform below the expected and required standards. This arise from poor working environment which among other factors falls short of encouraging staff to offer acceptable service quality, neither does it motivate them to be focused and effective. This has led to; frustrated staff, labour turnover, industrial action, less committed staff and poor quality service delivery.

In Kenya, the government through Public Service Commission of Kenya introduced and implemented performance contract, performance appraisal and several others performance management strategies in the year 2003. This was adopted by all administration agencies; Departments, Ministries and Agencies (MDAs) (GoK, 2006). This included Ministry of Internal Security which was responsible for National Government Administration then.

Even with this strategy, complaints of poor services from the citizens who are consumers of services from NGAOs still arise and abounds. This raise questions whether service delivery by NGAOs meets the expectations of both the employer and the clients. Are the National Government Administrative Officers responsive and accountable? The question of efficiency and effectiveness in service delivery where the clients should get value for their money arise (Mutua, 2011).

This is contrary to the commitment and promises of the Ministry of Interior and Coordination National Government to delivering high quality, responsive, effective

and efficient public service outlined in its core values, mandate and service charter. This promise is premised on the performance contracts signed between each of the National Government Administration Officer and their respective immediate supervisors (Ndambuki, 2006). This situation points the existence of a contradictory scenario which calls for thorough investigation to determine extend to which performance appraisal is emphasized during service delivery by the respective cadre of NGAOs.

There have been numerous government strategies to realize better economic development for instance Economic Recovery Strategy for Wealth and Employment Creation, Kenya Vision 2030, the Economic Stimulus programme among other programs places emphasis on the importance for the public service to be effective, transparent, efficient and accountable in the delivering of service to citizens (GoK, 2003; GoK, 2007, Kithinji, 2009). The introduction of culture that is based on performance levels among civil servants has been identified as means of achieving success in public sector (Muthaura, 2006, GoK 2006; GoK 2008). Therefore, public service delivery by National Government Administrative Officers is attributed to a number of factors including but not limited to; job expectation, performance standards, performance appraisal training and performance based compensation.

Due to public outcry over the low quality of service rendered in public service there has been several attempts to improve service delivery through policy reforms in performance contracting. However, the National Government Administrative Officers are among those who have failed in meeting public expectation in service delivery, regardless of execution of performance contracting in Kenya (Ang'anyo, 2019).

Performance appraisal is a management strategy tool which organizations use to assess levels of productivity and achievement of their employees against expected set performance targets at the beginning of contract period. There is need to investigate reasons accounting for low and unsatisfactory public service delivery despite execution of performance contracting.

The need for an efficient and effective delivery of services by both Private and Public sectors has been rising over the last couple of successive decades. Planning and execution of performance appraisal approaches has become very important in allowing organizations to achieve their goals and especially in offering high quality services. Performance appraisal being an employees' productivity management tool, was introduced in public sector to tackle poor quality service delivery problems reported by citizens. These complaints a bounds in various governments organizations but the same tool used in private sector have been proven to produce better service delivery. It is important to demystify that public service can be improved in service delivery to it citizens.

Akinyele and Fasolo (2007) argued that despite researches on the linkage between performance appraisal and quality public delivery of services being reported, majority of the study focus on general public sector and business sector. However, the results of the studies in United States of America cannot be used in Kenya setup, since implementation in Kenyan setting might not be possible given economic, political, and legal disparities existing between these two countries.

Exploratory survey by Cradal and Mutuku (2006) in government interaction and Kenya service delivery, reported that a significant number of respondents of 45% indicated unsatisfactory comments in association to the effectiveness and

responsiveness of customer care and service delivery in Kenya state corporations. This points out that there is opportunity for public service in Kenya to improve public service delivery quality. The public service is anticipated to continuously find deliberate ways and measures to manage and raise public service delivery quality to attain the required standards and Citizens expectations.

Researches in general have been carried out in Kenya public service, but no single research on the perceived influence of performance appraisal base on the quality public service delivery in National Government Administration has been conducted. Miniature consideration has been given to precise influence of performance appraisal to establish the extent to which its influence on the quality public service delivery in National Government Administration.

This research study therefore sought to fill this empirical gap by establishing the perceived influence of performance appraisal on quality public delivery of services by National Government Administration in Elgeyo Marakwet County.

1.4 Objectives of the Study

The general objective was to investigate the perceived influence of performance appraisal on quality public service delivery in National Government Administration in Elgeyo Marakwet County, Kenya.

1.4.1 Specific Objectives

The specific objectives were;

- i. To establish the perceived influence of job expectation on quality public service delivery in National Government Administration in Elgeyo Marakwet County, Kenya.

- ii. To determine the perceived influence of performance standards on quality public service delivery in National Government Administration in Elgeyo Marakwet County, Kenya.
- iii. To analyze the perceived influence of performance appraisal training on quality public service delivery in National Government Administration in Elgeyo Marakwet County, Kenya.
- iv. To assess the perceived influence of performance-based compensation on quality public service delivery in National Government Administration in Elgeyo Marakwet County, Kenya.

1.4.2 Research Hypotheses

The study had the following research hypotheses;

- H₀₁:** There is no significant perceived influence of job expectation on quality public service delivery in National Government Administration in Elgeyo Marakwet County, Kenya.
- H₀₂:** There is no significant perceived influence of performance standards on quality public service delivery in National Government Administration in Elgeyo Marakwet County, Kenya.
- H₀₃:** There is no significant perceived influence of performance appraisal training on quality public service delivery in National Government Administration in Elgeyo Marakwet County, Kenya.
- H₀₄:** There is no significant perceived influence of performance-based compensation on quality public service delivery in National Government Administration in Elgeyo Marakwet County, Kenya.

1.5 Significance of the Study

These findings will be crucial to the public sector in evaluation of performance contracting concept in public offices. It is useful in evaluating the perceived influence of quality public service delivery based on performance appraisal which is crucial to both public and private sector.

It will then help government to mitigate and develop necessary policies that helps in legislative policies and creation of facilitative regulations. For a long time, public sector has had issues with evaluation of performance and this research study is meant to assists the government in regulating besides policy making. The study also gives more information to the scholars and researchers new knowledge and ideas for further scholarly investigation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the review of literature based on concept, theoretical and empirical literature. This review is summarized to provide the study with gaps which then forms the conceptual framework of the study.

2.2 Key Concepts

The key concepts that were investigated in related literature review includes: Performance appraisal, Quality service delivery, Public service delivery and Service delivery. These are discussed as follows;

2.2.1 Performance Appraisal

Performance appraisal is termed as the procedures in which the organization design and measure individual worker performance based on the agreed set goals, best practices, strategies and firms' objectives (Korir, Rotich, & Bengat, 2015). Performance Appraisal is termed also as measurement instrument for gauging performance against agreed or negotiated performance target (GoK, 2010). Maila (2006) argued that performance management is a back-office operation of the South Africa government in ensuring that the best practice and performance is embraced in service delivery. There are numerous research studies focusing on public sector based on challenges facing the government run organizations (Chegenye, Mbithi, & Musiega, 2015). Public Employees, government and management agency would freely negotiate the target of performance. It specifies common performance obligation, responsibilities and intentions of the agencies (GoK, 2010).

African Countries in the era 1980's started to structure programs for measuring employee's performance. This started numerous reforms in public sector management and governance of existing resource due to growing in numbers and sizes of towns and infrastructural development. The governments would restructure running of public sector like that of private enterprises in order to effectively manage available resources. The government reduced cost of governance, cut expenditures, lower inflation and ensure stable macro-economic environment so as to encourage local and foreign investors. The challenges that stood on the way of the majority of the countries that introduced New Public Management(NPM) was to shift the traditional public administration to better methods of managing public sector and encourage entrepreneurship for sustainable development (GOK, 2010).

In Kenya, the national government came up with various reforms geared in curbing several challenges that affect workforce in public sector. Some of these reforms that aims on performance appraisal management is the performance contracting. According to Kobia and Mohammed (2006) conference in Arusha appraisal of performance was implemented as a strategy to curb mismanagement of resources, political interference and multiplicity of principle in management of public offices. In a survey conducted in Kenya, a nation customer satisfaction report in 2009, revealed that customer satisfaction index was 63.5 indicating that there still exists a substantial need an urgency for improvement of index 36.

Some of the challenges encountered in performance appraisal base on the introduction and operationalization of performance contract in public sector in Kenya included appointment and composition of members of performance contracting, limitation of human capital in terms of capacity, expertise and guidelines. There was no uniformity of measurement in different Departments which made it difficult to be executed

(Korir, Rotich, & Bengat, 2015). New Public Management (NPM) has the goal of managing reforms in public service so as to solve ailing public services in developing nations. Private sector has executed with ease performance management to ensure transparency and accountability. Kenya adoption of performance contracting as NPM tool helps in resource management and service delivery (GoK, 2010).

The performance contract in public sector in Kenya has evolved from Rapid Result Initiative concept to what it is currently referred to as Performance Appraisal. The RRI is an innovative one hundred-days short-term results based tool which was implemented by Kenyan Government to improve an effective service delivery. It develops a sense of urgency, individual problems, clear outlines success and elevation stakes in management. This tool has successfully improved the quality of public service delivery (Omogi, 2010).

Kenyan government embraced RRI Approach with the support and endorsement of the World Bank for nations to adopt it for improvement of standards of public service delivery. According to Obongo (2009) RRI has had three waves since 2003. It has transformed the public sector since it can produce results in 100 days changing public service from process orientation to result based management culture. It is also responsible for creating public service values as well as source of machinery that guide the performance of; the accomplishment of Millennium Development Goals (MDGs), Economic Recovery Strategy (ERS), Vision 2030 Kenya's flagship strategy, the Big Four Agenda in public sector and the Sustainable Development Goal (SDGs).

In the year 2004, RRI in Kenya was structured into four main stages. The first stage of RRI was Shaping Strategic Leader and Team Leaders, Mobilize RRI Team and align stakeholders. The second stage was to Launch the Team Leader, develop team

operating plan and Develop work plan. The third stage was Managing Progress, and Implementation of work plan so as to achieve the RRI goals and the fourth stage was to finalise by Scaling-Up the Strategic leader and Leadership Group. Similarly, in 2003 a committee was developed to head performance contracting strategy that was introduced as mean to improve accountability and transparency in public resource management. (GOK, 2010).

Performance contracting and performance appraisal management strategies are being implemented by Kenyan public sector to manage service quality provided by performance of public servants. Performance contracting is part of major public reform tool for government to achieve high quality of public service delivery (Kobia & Mohammed, 2006). Therefore, this challenges act as reason for investigating performance appraisal and public service delivery.

2.2.2 Quality Service Delivery

Quality of service delivery is a comparison concept between expected service delivery and the perceived performance. Hence quality is achieved if the perceived service delivery is greater than the expected service (Oliver & Barry, 1994). This is commonly reported by customers when their expectations are met by quality of the service or product delivered to them. Service quality can be viewed in two paradigms the functional quality and technical quality (Tezcan & Selami, 2013). Technical quality of service delivered explains the procedures, process and interaction of service provided to clients. On the contrary functional explains the expressive nature of the service delivery based on attention, timeliness and courtesy in provision of service. Quality has been measured by directly assessing customer satisfaction and feedback from the customer survey conducted or obtained from the service provider.

Quality of service delivery has been used by private sector to provide a competitive edge to the firm. The private sector has enhanced service quality through adopting service performance, service quality and customer results (Zyad, Ali, Bang, & Chanaka, 2018). But public sector has encountered challenge in its quest in achieving and realization that has revolutionize the sector into adopting performance contracting as means of performance appraisal.

Quality of service delivery is the fundamental measure of performance appraisal. In performance appraisal customer feedback are normally used as indicators of quality of service delivery (Eneanya, 2017). It is then seen as complex concept used in measuring performance management. This is because it would be limited to the perception of customers that receive the services. However, performance appraisal adopted by National Government Administration emanated from the performance contract.

According to Chegeny, Mbithi and Musiega (2015) service delivery is dependent on the availability and quality of specific service offered. Quality of service is the degree to which the needs of the customer are met. Quality has been linked with loyalty and satisfaction of customers. Service delivery is considered successfully rendered once the customer is satisfied with scope and expectation. However, service is affected by time, costs, scope and quality which is dictated by the human resource.

Korir, Rotich and Bengat (2015) alluded that in public service delivery, the focus is on public involvement, accountability and transparency. Due to the country's economic development impediment arising from poor quality of service delivery, the Kenyan government has introduced management practices aimed at improving quality of service delivery. Therefore, numerous reforms have been instituted in public sector which included rapid results initiative, performance contracting and service charters.

The current study would use effectiveness, efficiency, timeliness and quality as indicators of service delivery.

2.2.3 Public Service Delivery

Both Citizens, Private Organizations and Civil Societies demands for transparency and accountability, efficiency and effectiveness from public sector, allocation for budgetary requests and value for public resources necessitated the adoption of performance appraisal. It was premised on managers and organisations to be equipped with adequate capacities such that adoption of performance appraisal would not inhibit innovation and testing with substitute means of delivery of service in public sector. For organizations in the 21st Century to grow, it should have both the capacity of self-efficiency, offer competitive goods and services and manage and balance the influences between business process and the external environment (Editorial, 2011).

Conventionally, public sector has been mired by political influence as well as the will of the political class to effect changes in the society. Personal interest has always overshadowed the public interest influenced the delivery of services as well as economic development in the public sector. This hindrance especially in public resource management has led to down fall of and low economic development in majority of the nations. Public sector is ailing from bloated human resource, mismanagement, unrealistic low funding of the field services poor management, political interference, and bureaucracy in management of resource and decision making process. This has led to numerous reforms in performance management in public sector that assisted the government to improve service delivery (GoK, 2010).

The government has had challenges of securing assurance for result based on reforms made in public sector. This would be attainable if all the intervention measures are executed accordingly. Therefore, there arises the need for commitment and responsibility in the public sector for improving the service according to the agreed targets specification in the performance contract. Based on the reforms in the performance management, the guidelines as well as theme have been identified that could fit the international standards as used in the performance contract. Hence the public management based on the reforms are heading to success in resource management if applied comprehensively in Kenya (Trivedi, 2002).

Similarly, performance management as introduced in United States of America has adopted performance based accountability system decades ago in the education sector, like any other public sector, with the common presumption that information about the public sectors performance, the theory goes in enhancing the service quality. Therefore, the study focused on public sector since it is affected by numerous challenges especially in Kenya.

2.2.4 Service Delivery

In the 21st Century, there is an inevitable demand by citizen for better quality public service from governments globally. Citizens have learnt to demand their rights enshrined in their respective Constitutions. It is cardinal obligation and mandate of any government to deliver basic services enshrined in the Constitution section of Bill of Rights to her Citizens. Since 1990s Civil Service Reforms Programs have been formulated for streamlining salaries, motivating personnel, building capacity of workforce, managing payroll controls and provision of conducive working environment (Korir, Rotich, & Bengat, 2015).

Halachmi (2011) alluded that the present weight on public sector for intensification of accountability and transparency serves, to show the effectiveness and efficiency in public sector. This justifies the impending distribution of scarce budgetary resources and utilization of performance measurement to be very important in service delivery. It is crucial to ensure that organizations and managers retain workforce with proven record of high productivity capacity. Further the author argued that the performance management introduction should not hinder reasonable and innovation testing with alternate methods of service delivery.

Zvavahera (2013) identified that service delivery improvement would be associated with quality service delivery to the citizen. Service delivery was measured in this study using cost of obtaining results, time taken to finish the task, quality of the service based on citizen perception and quantity of task done. In summary cost, timeliness, quality and quantity were adopted indicators for measuring performance of public service delivery.

Therefore, service delivery is multifaceted with numerous indicators ranging from; quality, timeliness, cost, customer satisfaction, effectiveness, efficiency, accountability, transparency and quantity of task done. It's therefore important to narrow down to service delivery to examining quality of service delivery which has been point of interest in many of the researches.

2.2.5 Performance Contracting

The performance contract is a measurement tool utilized in measuring achievement attained against agreed or negotiated performance target (GOK 2010). It represents a tool of negotiation between government which represent owners' public agency against the management of the agency. It is a freely negotiated performance agreement between the government, acting as the owner of public agency and the

management of the agency. It specifies mutual performance obligation, intentions and responsibilities of the parties (GOK, 2010). Performance Contracting was introduced in many countries including New Zealand, United State of America, United Kingdom among other European countries as tool to improve performance of public sector.

A large number of international organizations and government and State Agencies are presently implementing policies for performance contracting in enhancing public sector in different countries. Performance contracting was first introduced in a flier publication of the forums reports in France state enterprises. The implementation of performance contracts has continually been receiving wide implementation in majority of countries after introduction in New Zealand as part of preserving and improving quality of public sectors service delivery. It gained more energy and legit after the introduction of performance contracting in United State of America as a Government Performance and Results Act (GPRA) of 1993. Margeret Thutcher introduced performance contracting in United Kingdom as a creative step in improving government agencies performance. Performance management agreement is then a main pillar of development of New Public Management (NPM).

The implementation of performance system that drives focus and transparency is vital to the access of today's leading organization. Traditional contractors or suppliers have stipulated binding with the terms and conditions of the contract. While those terms and conditions are intended to secure the desired outcomes of confluence that they do not forget that the object of the contractual arrangement is to achieve stated performance outcomes based on desired specifications. According to Treved (2000) performance contracting is more of an agreement between public agency and government that has set of goals and targets that is used to measure the actual performance against the targeted goals and performance.

The national government in its quest for provision of high quality public service came up with various reforms geared in curbing several challenges that affect workforce in public sector. Some of these reforms that aims at performance appraisal management is the performance contracting. Kobia and Mohammed (2006) opined that the limitation of human capital in terms of capacity, expertise and guidelines were challenges in implementation process.

According to Korir, Rotich, & Bengat, (2015) performance contracting was introduced in Kenya to remedy issues that had negatively affected performance in public sector and has resulted to the decline of economic development. Some of the issues included degeneration of infrastructure, poor service delivery and declining public performance. Public expect the satisfactory service delivery and hence it was important to further investigate on the concepts of performance appraisal and delivery of service.

2.2.6 Job Expectation

Job expectation concepts enables individual employee to know what is required of them. It also acts as measuring indicators for employer when compensating for the finance (Prabha, Perunjodi, & Soolakshna, 2010). National Government Administrative Officers based on the nature of their work need a clear job expectation planning to enable proper setting of performance targets and make the performance contracting a worthwhile sustainable practice. This should aim at improving performance of the government in service delivery.

Musaba, Musaba and Hoabeb (2014) alluded that employee sensitivity to quality of service in Namibian hotels sector utilized the SERVQUAL approach. Employee perception and expectation of quality service were based on reliability and assurance perspective which included induction, training, employee feedback, flexible working

hours and employees' comparable benefits and pay. This informed the job expectation of the employee.

2.2.7 Performance Standards

The standards of performance are related to target setting and employee's performance level measuring process. Setting an appropriate goal assist in gauging individual, departmental or organizational level of performance (Mauya, 2015). It is an important practice in performance management which enables management to set objectives, monitor and assess employee performance, involve employees in setting targets and create strategies of obtaining the set targets.

According to Mauyu (2015) target setting enables improvement of employee performance and service delivery. It was also found that there was high positive significant relationship between performance targets setting and service delivery. Target setting is based on the concept of goal setting theory (Lock & Latham, 2013). According to Teo and Low (2016), goal setting theory indicates that organization effectiveness is associated with individual employee effectiveness. It is therefore important to note that effective service delivery by the organization involve individual employee goal setting.

2.2.8 Performance Appraisal Training

Performance appraisal trainings are essential for effective, quality and better service delivery especially in a public sector where there are few practical exercises of assessment of employees' level of performance. According to Adepoju, Opafunso, & Lawal (2017), the concept of performance appraisal is common practice in major organization for, Staff promotions and retention purposes.

The concept of performance appraisal evolved from tradition concepts to modern approaches which includes forced choice, critical incident and narrative essay, graphic rating scales, ranking as well as field reviews and performance test and observation. Modern methods which are based on future objectives of organization includes cost accounting, human resource accounting, 720 degrees, 360 degrees, behavioural anchored rating scales (BARS), management by objective as well as self-appraisal techniques (Aggarwal & Thakur, 2013).

2.2.9 Performance Based Compensation

Performance compensation concepts requires structured foundation from accounting. There is no clear methodology of awarding based on different organizational culture but compensation can be informed of awards, bonus, cash money, benefits or non-monetary incentives. The decision for compensation is effected by the top management on the employees who have attained their performance goals and should act as a reward for employees that does exemplary work (Potemski, Rowland, & Witham, 2011).

Potemski *et al* (2011) argued that unit of accounting assist in measuring the compensation. The unit of accounting can be individual, group or hybrid. Individual rewards can be monitory compensation or tailored individual employee like bonuses, cash payment or promotions. Group awards include group benefits based on department, teams or function unit in organization where hybrid include both individual employee and group (department). Measure of performance input and output is important so as to reward based on the unit of accountability performance. Finally, Potemski *et al* (2011) insisted that individual or groups should be eligible to organizational incentives policy. This refers to scope of employees eligible to the compensation as well as whether the programs limit performance awards to be

received by employees after attaining and surpassing a certain set target performance threshold.

According to Mwangi (2014), compensation plan based on monetary gain motivated the employees to render high quality service while payment of performance based on teams encourages team work in a team or department activities. Hence performance based compensation motivate teams or individual to achieve and perform more and better. Some of the methods of compensation included basic pay, contingency pay, bonus, benefits among other rewards.

There must exist a rewards system in National Government Administration that incorporates evaluation and rewards. Most National Government Administrative Officers are rewarded with promotions by senior Officers in the Ministry of Interior and Coordination of National Government. These promotions are effected if and when report of their exemplary performance efforts reaches desks, eyes and ears of the supervisors, managers and leaders. Hence this study will cover the compensation plans existing in National Government Administration in Kenya and the influence it has on quality of public service delivery to Citizens.

2.3 Theoretical Literature

The theoretical review of this study consisted of goal setting theory. This is a management theory that explains the need for setting goals, conflict of interest in strategy and result targeting in performance. The study links this theory concept with the research study to give more understanding on the concept of performance management strategies and how it impacts on the service delivery in public sector.

2.3.1 Goal Setting Theory

This study was guided by the Goal Setting Theory of Motivation developed by Edwin Locke in 1960s. Goal Setting Theory states that setting of performance goals by employees is essentially linked to task performance. It emphasizes on stating of specific and challenging performance goals along with appropriate feedback mechanism contributes to higher and better task performance.

It indicates and gives direction to employees on what needs to be done and how much efforts are required from them to be put in to the specific tasks. Goal setting theory of motivation gave the Blue-print for modern workplace motivation by making the direct relationship between goals, performance and employee engagement both clear and actionable.

In 1968, Edwin Locke published his ground breaking Goal Setting Theory in “Towards a Theory of Task Motivation and Incentive”. Therein he demonstrated that employees are motivated by Clear, well-defined goals, Feedback and that a little workplace Challenges is good in catalyzing staff in achieving the Set Performance Targets.

Goal Setting Theory is also linked with strategic management since it is part of planning process. Though Goal Setting Theory does not explain competitive strategies in place but has a wide view strategy where realistic and challenging goals are encouraged to increase the output or organization performance (Bozkurt, Bektas, Ahmed, Kola, & Yurtkoru, 2017).

Goal Setting Theory is embedded in the self-efficiency and goal commitment of a manager or employee. Hence it is about the capability of a manager producing specific goals and strategies like the competitive strategies to be investigated in this

study. It is also a concern on provision of the right incentive and motivation that can push management and employees to increase effectiveness, efficiency, feedback quality and eventually improve organization performance. Locke five principles in Goal Setting Theory are; clarity of goals, challenging goals, commitment in fulfilling the goals, proper feedback mechanism and task complexity (Locke & Lathan, 1991).

The theory has potential to support specific competitive strategy that explains the need to produce strategies that are challenging, clear and with proper feedback mechanism. It also supports the idea of having competent management personnel that are capable of committing themselves to the set goals. Goal Setting Theory is also concerned with high performance of the organization as one of application of the theory (Bozkurt, Bektas, Ahmed, Kola, & Yurtkoru, 2017). Goal Setting Theory is linked with the individual and organization effectiveness (Lock & Latham, 2013).

Goal Setting Theory supports performance standard and performance appraisal since these practices involve setting targets which employees should achieve. This explains the need to set goals to be achieved while conducting performance appraisal so as to ascertain if the expected performance levels were achieved. According to Bozkurt *et al.*, (2017) Goal Setting Theory supports personal competency which is linked with performance appraisal. The theory emphasized on individual understanding their job expectation as oppose to agency theory that tries to solve the agency problems among other related theories of management including stakeholder and steward theory. Hence the theory supports the job expectation concepts that enable individual to utilize the set goals. Performance based compensation was not included in the initial Lock & Latham (1991) five principle directly. Though the theory does not identify compensation, it also discusses that there is need for commitment which can only be enhance through motivation.

Goal Setting Theory is an alternative to Essential Management Theories that the researcher felt could not suffice because their emphasis on National Government Administration as fragmented and closed social units independent of external forces (Backer, 1973). The suitable approach to study organizational performance including National Government Administration is through focusing on Performance Target Setting by all the organizations' employees.

National Government Administration should be managed with more emphasis guided by staff Performance Target Setting in which Administrative programmes are encouraged to realize the potential of each National Government Administrative Officer in service delivery. There has been an increase in age disparities, extremity in education levels, sourcing of National Government Administrative Officers from both Public and Private sectors compounded with diversified extend of work experience and exposure of Government Administrative Officers both in the same cadre or stratified cadres together with the ever increasing cross-ministerial additional duties and responsibilities. These interactions necessitate the studying of performance of National Government Administrative Officers under the guidance of Goal Setting Theory (Backer, 1973).

Goal Setting Theory postulates that National Government Administrative Officers like many other organizations is a client-centered service provider. Through practice, it has been confirmed that there is a considerably significant link between National Government Administration task performance and performance targets setting (Latham, 1990). Goal Setting Theory is mainly concerned with task performance making it a key manual for employee engagement (Locke & Latham, 1991).

The Goal Setting Theory is grouped into two sub characteristics: Content and Intensity. Content is the outcomes of employees' task and Intensity are the resources required by employees to undertake and achieve the set employee performance goals. These could be both mental and physical.

Goal Setting Theory highlights the importance of considering the whole task performance process of completing a goal and not just the outcome involving employees in directing the route taken to complete a task was shown to increase their motivation to achieve the set employee performance goals.

As adapted for this study, Goal Setting Theory holds that Performance Appraisal Influences Quality Public Service Delivery in National Government Administration. That Job Expectation, Performance Standard, Performance Appraisal Training and Performance-Based Compensation adopted by National Government Administration influences the Effectiveness of Service Delivery, Timely Service Delivery, Quality Service Delivery and Efficiency Service Delivery.

However, in adopting Goal Setting Theory for this study, the researcher noted that this theory has these limitations: first it creates conflict within the individuals and one or more goals may be sacrificed for meeting another or other goal(s). Secondly, when rewards are valued highly, the tasks with high probability of positive outcome are chosen rather than the more desirable ones. Thirdly, when a difficult task involves quality and quantity, people tend to neglect quality goal over the quantity goal. Lastly, it is not necessarily that Goal Setting improves Job Satisfaction.

It is therefore worth understanding that the extent of both strength and limitations of the Goal Setting Theory before it is applied in workplace so that through the motivation efforts of the employees, the organization gets the desired performance

and the employees in turn attain the set performance goals and satisfaction from the job.

2.3.2 Agency Theory

Agency theory was postulated by Stephen Ross and Barry Mitnick in 1972. The theory explains relationship between agent (A) representing the National Government Administrators in this study and principal (P) who is the public through government. Agency theory's is where the principal (P) exert authority to the agent (A) to lead exchanges and settle on choices for the benefit of the organization with an end goal to boost P's value inclinations (Mitnick, 1975). However, the control over the day-to-day operations is under professional managers who can be defined as the agents. The consequences of the actions carried out by the agents are largely carried by the owners of the firm. Government who exercises the rights of citizen put in place authorization, monitoring and sanctioning in the form of compensation and other measures. The authorization measures are put in place to authenticate the decisions made by the agent.

2.3.3 Performance Appraisal Model

GOK (2010) argued that after the formulation of the Vision 2030, it became necessary for the government to carry out implementation of performance appraisal that formed one of the crucial performance measurement indicators strategies. One of tools of performance management that formed the performance strategies and pillars of Vision 2030 was performance appraisal. Performance appraisal system that was developed indicates the need for job expectation, performance standards, performance appraisal training and performance based compensation. In order for the government to attain the goals of the Vision 2030, the following model was adopted for public service as indicated in figure 2.1.

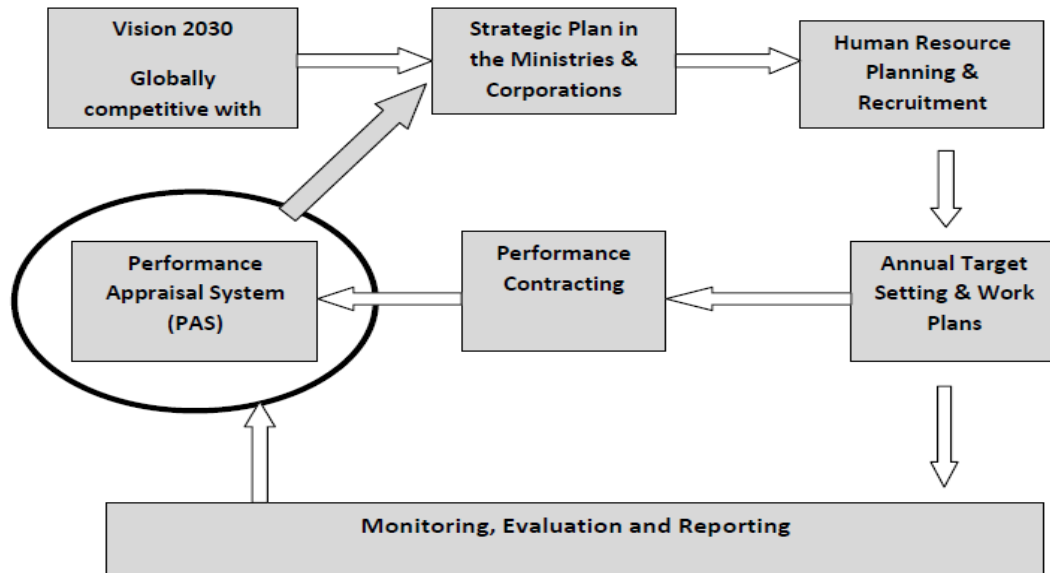


Figure 2.1: Performance management cycle model

Source: Adopted from Kobia (2006)

Vision 2030 first phase included developing the global competitive strategies, ministerial and corporate strategic plans, human resource and departmental strategies. This involve goals, objectives and strategic planning process from all levels. Phase two included targets setting, performance contracting. Phase three deals monitoring, evaluation, reporting and finally phase four, performance appraisal system (GoK, 2010).

Performance appraisal system management envisages a scenario that incorporates the public sector and integrates the concept of job expectation, performance standards, performance appraisal training and performance based compensation. Therefore, the study investigates the effect of job expectation, performance standards, performance appraisal training and performance based compensation and their influence on public service delivery in National Government Administration.

2.4 Empirical Review

Numerous studies that have been conducted on performance appraisal sought to evaluate the achievement of existing performance management systems on service delivery. According to Chegenye, Mbithi and Musiega (2015) performance management bear similar meaning with performance appraisal which involves setting performance targets and management of such target for better service delivery. Zvavahera (2013) associated performance management system with the results based management system that was used by Zimbabwean civil service. However, this research included performance compensation, promotion and performance appraisal which implied that performance appraisal form part of performance management. This empirical concept, deals with performance management and performance appraisal before narrowing down to job expectation, performance standard setting, performance appraisal setting and performance based compensation.

Rhys (2014) opined in the public policy report that performance management and measurement techniques in public sector had been reformed in United Kingdom for over 20 years. It is also evident in governments all over the globe that numerous reforms have been carried out to allow a better performance management system that make the Public Managers (Human Resource Officers) focus on the citizens who are entitled to high quality and satisfactory public service delivery. The study cited some of the reforms included the use of target-setting, league tables, performance appraisal, internal control, planning and management techniques, policies and improving reward system in performance management. The developed countries have established performance management and appraisal system which has transformed its public sector to achieve high standards in public service delivery. Therefore, there arises the

need to assess the impact and achievement of performance appraisal system adopted in Kenyan Public Sector.

Eneanya (2017) analysed performance management system in Nigeria; Impacts, challenges, problems and prospects were evaluated. Secondary data sources were obtained and content analysis was conducted on them to obtain the themes and contents. The findings indicated that there were numerous challenges which included lack of employee participation, unclear measurement of indices, political interference, utilization of Zero based budgeting system rather than using performance based, mismanagement and utilization of traditional line items. The study concluded that Nigeria public sector had to embark on organization reforms to enhance performance of performance appraisal system. The current study focuses on performance appraisal and service delivery rather than challenges, problems and prospect uses of performance management in public sector.

Zvavahera (2013) investigated the performance management system and service delivery in Zimbabwean public service sector. Interview schedule were used in collecting data as well as document analysis from civil service in public sector. According to the results performance management used in Zimbabwean was result-based management. Salaries increment was found to positively affect service delivery. While promotion and advancement had insignificant effect on performance of civil servant. However, performance appraisal was poorly done, especially near the end of the year. The study recommended for introduction of better, simple performance management system. The current study focus directly on performance appraisal rather than performance management system.

Ayomikun (2017) research on performance appraisal system in relation to employee motivation in Nigeria. Performance appraisal system is associated with performance of individual employee that is why it is part of performance management system. The study links performance appraisal with employee motivation as moderating factor in service delivery. The findings indicated that majority of organizations use performance appraisal as a motivation tool in performance management. This has impact on the workers to be more satisfied and motivated to work based on existing performance appraisal system. The performance appraisal is linked to management of rewards, setting objective and benchmarking. The current study focused on job expectation, performance standards, performance appraisal training and performance based compensation.

Wanjiku & Sakwa (2013) wanted to establish the linkage between performance appraisal and firm performance. Explanatory research design was adopted in the study, targeting 232 human resource managers and sample of 142 respondents were obtained. Correlation coefficient were adopted in the research. The results revealed that there was significant relationship between performance appraisal and the performance of the firm. However, the study did not investigate service delivery in National Government Administration rather it focused on private firm performance.

2.4.1 Job Expectation and Service Delivery

Job expectation involves the description, compensation and target required in a specific task. Prabha, Perunjodi, & Soolakshna (2010) argued that loyalty of employee is affected by satisfaction, tangibles and responsiveness of employee to specific job description. Job expectation is centred in providing a measure for quality since it generates indicators for employee's appraisal. Musaba, Musaba, & Hoabeb (2014) argued that employee expectation and perception forms the values and guide to

effectiveness and efficiency in service delivery. It is then significant to have a sustainable high quality service delivery in National Government Administration by setting the job expectations. There are few literature supporting job expectation there then arises the need to evaluate job expectation as part of performance appraisal concept.

Prabha, Perunjodi, & Soolakshna (2010) argued that measuring service quality is dependent on perceptions and expectation level of employees. The research that was done based on data collected in Call Centre in Mauritius had findings which indicated that loyalty of employee was predicted by sensitivity, tangibility and satisfaction of employee. The study further recommended that it is important for organization to ensure adequate comprehension by employees of their job expectation for efficient service delivery. This makes measurability of responsibility for each employees' performance both fair and practical. The study focused on job perception and expectation however the study was done in Mauritius the current study would be conducted in Elgeyo Marakwet in Kenya.

Musaba, Musaba and Hoabeb (2014) researched on employee perception based on service quality in Namibian hotel industry. The research was based on SERVQUAL approach which collected data based on a sample of 77 employees drawn from Windhoek hotels. The study was based on a gap that was related to employee training and induction, employee empowerment to respond to clients, employee value as resource and employee care and treatment by the employers. Its findings indicated that training and induction of employees, employees' feedback, flexible working schedules, benefits and payment enable them to improve service delivery. The management should address these factors through preparation of strategies that

improve and sustain the delivery of services in their hotels. There exists a gap between research done and job expectation even though the study focused on service delivery.

Adelaide and Vida (2017) investigated by assessing frontline staff performance in relation to the delivery of services. The study utilized some designated hotels in Accra metropolis. A sample of 75 respondents were chosen from five hotels. The research found that quality services highly affected highly the customer satisfaction. Customer satisfaction is one of the indicator that measures the quality of service delivery. However, the research did not focus on job expectation directly. There is a need to conduct a research while focusing on job expectations and service delivery.

In another study Kiragu (2015) investigated the relationship between employee satisfaction and quality of service. The research was a survey of funeral homes within Nairobi City County. The findings indicated employees' satisfaction of job influences the quality of service rendered. Job satisfaction based on the employee job expectation had higher influence on the service delivery. The study did not focus on job expectation but on factors association with job satisfaction. There is need to focus on job expectation and service delivery.

2.4.2 Performance Standards and Service Delivery

Performance standards are targets and methods of setting standards including performance contracting. Performance contracting has found favor in public sector service delivery since it is a contract that binds the public agency and government through setting goals, targets for the goals, strategies to achieve the goals and measure the performance for the set targets as well as reward (GoK, 2010). Nganyi, Shigogodi and Owano (2014) argued that most institutions including universities have not fully

adopted the performance contracting. Based on this, the achieved performance indicators are moderate. They recommended that there is need to improve monitoring and evaluation of performance appraisal system for and in measuring performance of organization. The current study will focus on performance standards since majority of researches has indicated challenges in standardizing performance targets in public sector.

Teo and Low (2016) established the impact of goal setting and its effectiveness in employee to improve organization's performance. The research was based on High-tech companies in Singapore. Goal setting ensures organization and employee effectiveness based on the empirical data of Singapore Hi-Tech companies. However, the study was done in Singapore and did not focus on public sector. Private sector has better performance management system and therefore the current research was done to evaluate public sector.

Mauya (2015) investigated the importance of setting of performance targets in performance contracting on service delivery which was done in Kenya's Ministry of Tourism. Research objectives were to investigate career prospects, bonuses, and promotion that were aimed in improving employee retention and service delivery. A survey was conducted on 164 employees working in the ministry headquarters using semi structured questionnaires. It found that based on the target setting in performance contracting there was improvement in employee performance, job satisfaction, professionalism, accountability, employee innovativeness, reporting and service delivery. On the other hand, there was reduction of non-performers, instances of buck-passing and corruption in the organization. The correlation analysis indicated high correlation between performance targeting and delivery of service. The current

study utilized multiple linear regression correlation on performance appraisal on service delivery.

Korir and Bengat (2015) did an investigation of performance management on delivery of services in Kenyan public sector. There have been various strategies of improving performance of employee through change management, re-engineering, benchmarking, total quality management, management tools and techniques among others. Lack of clarity in most public entities has led to disjointed and an unharmoniously expectation from public sector, however, performance management in public sector has significantly reformed over years. The study found that the reforms which included introduction of performance contracting, improved performance of public service. But a lot of critics based on its weakness of unstandardized method of measuring performance and rampant lack of focus in the measuring indicators. However, the current study focused on performance appraisal rather than performance management and contracting.

Ndubai (2016) did an investigation on performance contracting, measurement and public service delivery within Kenya. The study utilized resource based view theory, theory of change, theory of organizational performance management and theory of performance. Secondary data were analysed in the study. The findings indicated that performance measure affected the customer satisfaction. Political stability affected the relationship between performance measurement and customer satisfaction. This research study investigated standards used in measuring performance appraisal. The current study focused on goal setting theory rather than resource based view theory, theory of change, theory of organizational performance management and theory of performance.

2.4.3 Performance Appraisal Training and Service Delivery

Performance appraisal training aims in optimization of quality of productivity resulting in high quality service delivery (Choudhary & Puranik, 2014). There are numerous methods used in appraisal of employee ranging from traditional methods to latest self-appraisal, management by objectives, 360 and 720 degrees among others (Aggarwal & Thakur, 2013). According to Adepoju, Opafunso, & Lawal (2017), most organization carry out appraisal for staff promotion rather than measure of sustainability and quality of service delivery. Hence most employees target promotion based on the reward system. Training is required to sensitize employees of what is required of them as well as for the appraiser to uphold objectivity and fairness when handling performance appraisals exercises. The public sectors have for long time been supported by weak performance appraisals and limitation of funding to conduct an effective performance appraisal exercises.

Nganyi, Shigogodi and Owano (2014) investigated the effectiveness of performance contracting in service delivery. According to Kenyans vision 2030 performance contracting and performance appraisal system forms the framework of measuring performance in public sector. The framework adopts Kobia (2006) performance management cycle in order to measure the performance against the set targets. In Nganyi, Shigogodi and Owano (2014) study the evaluation, indicators, measurement and results of performance contracting in university was investigated in public universities in Kenya. Based on this study, training on the use of performance appraisal remains to be a big knowledge gap to be investigated. Therefore, the current study focused on performance appraisal training and service delivery.

Adepoju, Opafunso, & Lawal (2017) analysed the influence of performance appraisal on the quality of service delivery. The research was based on as sample of 241 health

worker in Nigeria obtained using multistage sampling techniques. The research found that performance appraisal was important in predicting the quality of health service delivery. It recommended that training should be conducted for workers regularly where the organization should identify training needs and rewards staff to encourage better performance. It is then crucial for employees to be trained on performance appraisal as well as performance indicators so as to enable them grow and develop in their careers. Training were seen to be important aspect while conducting performance appraisal, therefore the current study focused on performance appraisal training in Kenya public sectors.

Mokaya (2013) investigated the effects of performance appraisal for service delivery. The study aimed at establishing the effect of performance appraisal on communication, morale, training and promotion on service delivery. Questionnaires were used targeting Njuca Consolidated company's employees who were picked using stratified random sampling method. It was found that performance appraisal affected morale, communication, training and promotion of employee which were reflected in service delivery. Further findings indicated that stakeholder involvement in setting the goals, training, promotion and proper communication in performance appraisal enhanced service delivery. It recommended that employee training as well as performance feedback for efficient performance appraisal review. Based on the recommendation made, the current study focused on evaluating training in performance appraisal and service delivery.

Wamaitha (2013) investigated on use of performance appraisal in staff training and development at the Teachers Service Commission. The research used descriptive research design that sampled 70 Staff in various directorates of the commission, by administering questionnaires. Research findings indicated that training ensured that

employees are more efficient and effective. The study was based on teacher service commission whose functions are different from that of the National Government Administration. Therefore, the current study focused on performance appraisal training and public service delivery in National Government administration.

2.4.4 Performance-Based Compensation and Service Delivery

Performance based compensation is crucial part of performance appraisal since it allows for individuals or group of employees to develop healthy competition among the groups (departments or teams) or individual employees (Potemski, Rowland, & Witham, 2011). Performance based compensation according to most motivation theories like theory X and Y induces performance and rewards merits for those who perform and invokes punishment for underperformance this create an environment of high healthy competition to achieve the set performance targets. The current study did used goal setting theory to evaluate on the performance appraisal and performance based compensation on service delivery in National Government Administrations.

According to Potemski, Rowland, & Witham (2011) performance based compensation when well-developed either based on group, individual or hybrid would achieve effective, motivated and productive group (department, team) or individual employees. Their report was a response to reforms needed in performance based compensation in quality service delivery. However, the study did not obtain relevant primary data to support performance based compensation. The current study adopted primary data collection to obtain current report information on the influence of performance based compensation on service delivery in public sector.

Mwangi (2011) conducted a research on compensation and motivation of employees. It was based on descriptive research design with target of 137 Chloride Exide

employees in Kenya. It found that financial payments affected the motivation of employees. Though the low financial compensation resulted to low motivation, team work was encouraged by team (group) compensation for employees based on set targets. The study concluded that compensation plan is crucial for high productivity and service delivery since it increases motivation both in team work and as individual employee. It recommended that there should be properly developed compensation plan, communication system, feedback mechanism, job evaluation and reward systems. The study did not focus on service delivery but it was focused on motivation, hence current research investigated on performance based compensation and service delivery.

Ndilimeke, (2013) conducted a study on the impact of performance related pay on employees. The study had a sampled size of 61 respondents. Its data was collected from a survey of Motor Vehicle Accident Fund of Namibia. The study found that inclusiveness assisted fund to the performance incentive bonus schemes success. The current study was done in Kenya and focused on performance based compensation on service delivery instead it dwelt on the impact of performance related pay. It was important to evaluate performance based compensation.

2.5 Summary of Research Gap

Most of the researches that have been conducted in public sector resonates on the service delivery in state corporations, health, education, hotel and other institutions (Adepoju, Opafunso, & Lawal, 2017; Chegenye, Mbithi, & Musiega, 2015; Mauya, 2015). Researches done investigated mainly performance management, or goal setting on service delivery whose main variables are; performance appraisal, performance contract and target setting as major indicators (Adepoju, Opafunso, & Lawal, 2017; Chegenye, Mbithi, & Musiega, 2015; Korir, Rotich, & Bengat, 2015; Mauya, 2015).

Other studies were done outside Kenya setting like Malaysia, Singapore, United Kingdom, Nigeria, Zimbabwe, Mauritius and Namibia (Rhys, 2014; Teo and Low 2016; Adepoju, Opafunso, & Lawal, 2017; Ndilimeke, 2013; Zvavahera, 2013; Prabha, Perunjodi, & Soolakshna, 2010; Musaba, Musaba and Hoabeb, 2014). There are few studies in Kenya therefore there was need to conduct research in Kenya especially the National Government Administrations. Hence the need to carry out research on the influence of Performance Appraisal on Quality Public Service Delivery in National Government Administration in Kenya.

2.6 Conceptual Framework

The independent variable relates to job expectation, performance standards, performance appraisal training and performance based compensation. The dependent variable relates to the quality public service delivery which is measured using effectiveness in service delivery, timeliness service delivery, quality of service delivery and efficiency in service delivery.

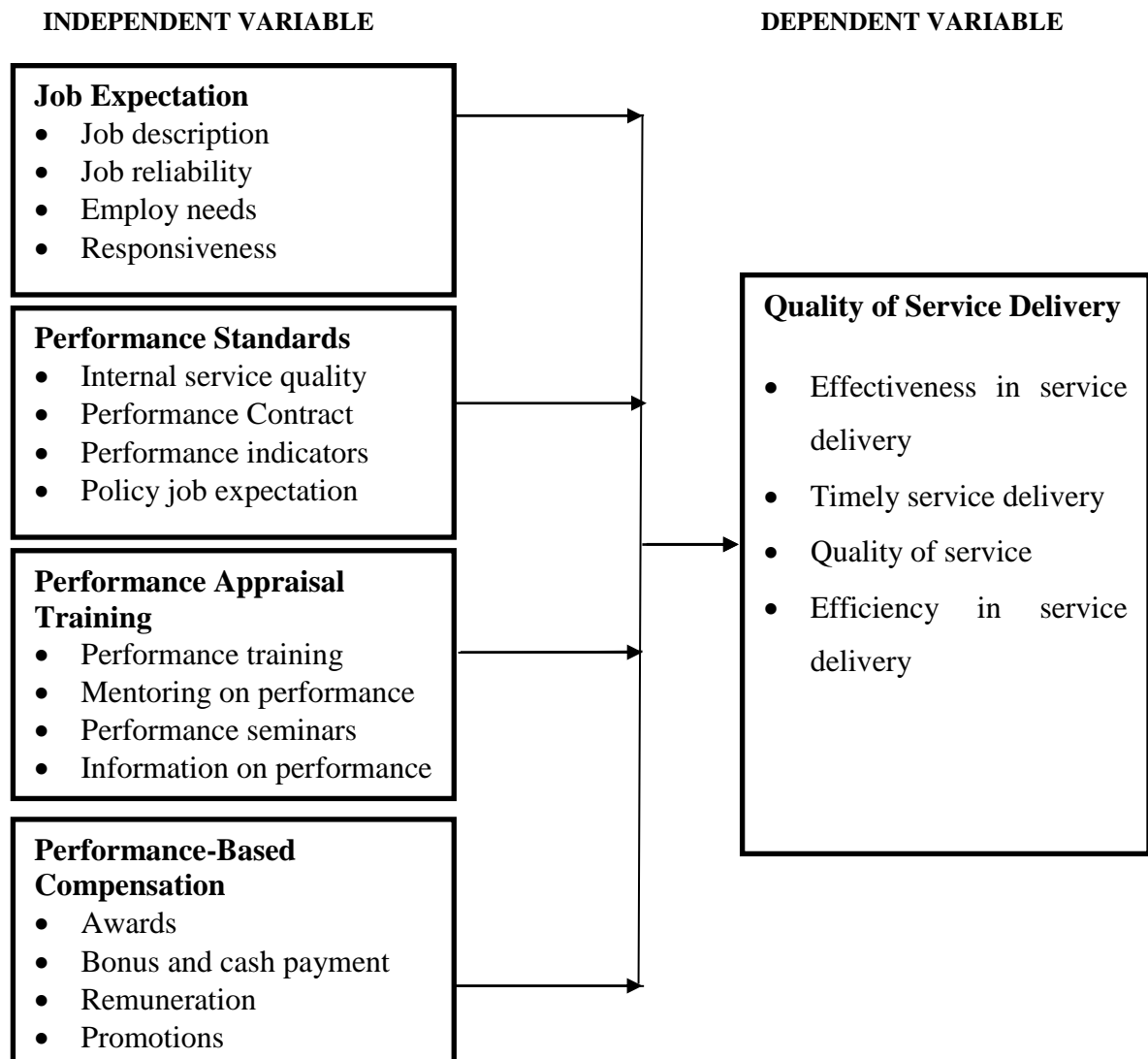


Figure 2.2: Conceptual framework

Source: Researcher (2019)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents guidelines on what, where, which and when of the collected data. It entails research design, research location, target population, sample, data collection procedure, validity of research instrument, reliability of research tool, data analysis and ethical consideration.

3.2 Research Design

The research study was anchored on explanatory research design. Explanatory research design explains the variable in the study. It provides evidence why the phenomenal behavior or provides the characteristic of the collected data on the research; perceived influence of performance appraisal on quality public service delivery. It was crucial that proper description of the variables is given since the performance appraisal is still at the implementation stage. It was important to also narrow down on the influence of performance appraisal to gain more knowledge on the cognitive understanding of the concept and bridge the knowledge gap (Saunders, Lewis, & Thornhill, 2011). Saunders *et al* (2011) further noted that explanatory research design also provided the relationship between performance appraisal and service delivery.

3.3 Area of Study

This research study was conducted in Elgeyo Marakwet County in Kenya as shown in Appendix VI. This County borders West Pokot County to the North, Baringo County to the East, Uasin Gishu to the South and West and also Trans Nzoia to the West. EMC has four Sub-Counties, 12 Division 59 Locations and 143 Sub-Locations. EMC was chosen for this research study because it has a range of extremity from hardship

and security zone to high agricultural potential and secure areas found in this country. The hierarchical administrative units spread over the entire County. They are administered by respective cadre of National Government Administrative Officers.

The respondents for this research study were the National Government Administrative Officers. These were; County Commissioner, Deputy County Commissioners, Assistant County Commissioners, Chiefs and Assistant Chiefs in Elgeyo Marakwet County. This research study was conducted between December, 2019 and January 2020. It encompassed performance appraisal and its influence on quality public service delivery.

3.4 Target Population

Kombo and Tromp (2006) argued that a population is a group of objects, items or individuals from which sampling will be extracted from. The target population involved all the 219 National Government Administrative Officers in Elgeyo Marakwet County. This research study drew its sample from NGA Officers from Marakwet East, Marakwet West, Keiyo North and Keiyo South Sub-Counties in EMC. The National Government Administrative Officers who participated in this study were; County Commissioner, Deputy County Commissioners, Assistant County Commissioners, Chiefs, Assistant-Chiefs. This accessible population had similar characteristics to those of the other National Government Administrative Officers in the rest of NGAs in the Country in respect to compensation, job description among other terms of service.

The research study preferred NGA over County Government Administration (CGA) because NGA has had working chain of command structure from Units in the Villages to National (Presidency) level. This structure has been in place since pre-

independence whereas CGA structure which starts from Ward and ends at the County Governor level came into operation with the introduction of Devolved Governance in March, 2013. Furthermore, majority of CGA Administrations do not have Administrative Officers at Village Level which should be existent as envisaged by The Constitution of Kenya (CoK, 2010).

Table 3.1: Target Population

National Government Administrative Officers	Target Population	Supervisory Level
County Commissioner	1	Second Supervisors
Deputy County Commissioners	4	First Supervisors
Assistant County Commissioners	12	
Chiefs	59	Staff
Assistant Chiefs	143	
Total	219	

Source: County Commissioner Office Records (2019)

The hierarchical strata are given by the level of responsibility of each National Government Administrative Officer.

3.5 Sampling Design

The research utilized stratified which was carried out purposively to group NGAOs into five homogenous strata; (i) County Commissioner, (ii) Deputy County Commissioners, (iii) Assistant County Commissioners (iv) Chiefs and (v) Assistant Chiefs that shared similar characteristics. This ensured equitable and proportional representation of the NGAOs in the population in the sample and accounted for the difference in the NGAO Strata characteristics.

This research study adopted Taro Yamen's formula to determine the sample from the target population based on large number of population (Nwankwo, 2006). The Yamen's formula is given below;

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = Target population

e = Significance level (0.05)

$$n = \frac{219}{1 + 219(0.05)^2}$$

n = 141 National Government Administrative Officers

A sample of 141 NGAOs in Elgeyo Marakwet County was distributed according to the table 3.2. This was arrived at by use of Proportional Allocation method under which the sample strata were proportionally allocated based on the population values allocated to each strata.

Kothari (2009) opined that proportional allocation is an optimal design and efficient design that allow equal selection of items from the population. This allowed even distribution within stratum of sampled items in heterogeneous population.

Table 3.2: Sample Size

National Government Administrative Officers	Target Population	Sample size=(X/219)141	Supervision Level
County Commissioner	1	1	Second Supervisors
Deputy Commissioners	County 4	3	First Supervisors
Assistant Commissioners	County 12	8	
Chiefs	59	37	Staff
Assistant Chiefs	143	92	
Total	219	141	

Source: Researcher Adopted (County Commissioner Office Records, 2019)

From the sample frame work, 14 questionnaires were used for piloting while the rest 127 questionnaires were used for the research study sampling. Stratification sampling was utilized to form strata thereafter the simple random was used to obtain information from respondents in each stratum.

3.6 Data Collection Procedure

Primary source of data was much appropriate for this study. Researcher developed questionnaires from the objectives of this research study which were administered by the researcher with the help of four Research Assistants, one in each of the four Sub-Counties. The questionnaires were closed ended five point Likert scale items. Questionnaires sought personal information and also those concerning influence of performance appraisal on quality public service delivery in National Government Administration.

The researcher and Research Assistants administered questionnaires to respondents and gave them sufficient time to respond by filling in answers to the questions. This method was suitable to respondent because all of them were literate and that the

required responses could be provided by writing which made classification and analysis of the data easy. Data was collected by use of closed ended questionnaires. This also catered for large population in relation to the available time (Oso and Owens, 2005; Kasomo, 2007).

The Data was extracted after obtaining authority and recommendation for research from Moi University, School of Business and Economics and sought the consent of the respondents. The researcher and Research Assistants developed rapport and established cordial data collection relationship with the respondents who accepted to participate in the study. These research study questionnaires were handed to the NGAOs and collected from the respondents by the Researcher and Research Assistants after two weeks of administering the questionnaires. This provided the respondents adequate time for filling their responses. The researcher got in touch with the respondents via mobile phone to confirm the progress of filling in the questionnaires.

The close-ended questionnaires made data analysis easy (Jackson, 2009). It consisted of five statements for each of the five variables totaling to fifty (25) statements. The statements were rated using a five point Likert scale with each aspect rated from 1; Strongly Disagree to 5; Strongly Agree that is 1 Strongly Disagree; 2 Disagree; 3 Fairly Agree; 4 Agree and 5 Strongly Agree. Both Staff and Supervisors rated the quality of service delivery. This assisted to determine response variation in Performance Appraisal on quality public service delivery of the two levels of NGAOs staff perceptions.

3.6.1 Validity of the Research Instrument

Validity of research instrument refers to adequate and accurate representation of study objectives (Cohen *et al*, 2000). The logic of precise, accuracy, systematic contextual plays a role in improving validity of research instrument (Oso & Onen, 2008). Content validity was examined by the supervisor by ensuring that the questions were suitable and entailed content that relate with the objective of the study.

The questionnaires were given to supervisors to check on criterion validity by going through the question and relating them to the research studies in the same area as well as relating the indicators with empirical results. Face validity was ascertained by the research study supervisors who evaluated and ascertained that it measured the research study objectives and guided the researcher to align research questions with the indicators in the conceptual frame work. The supervisors checked content validity through examining if the questions relate to the indicators in the construct.

Stratified sampling technique was used to access information from all level of National Government Administrative Officers. Each stratum was signified in the sample proportion equal to its size in the population. This raised the external validity of the research study.

Whereas construct validity was obtained through assessing and ascertaining that the research study questionnaires measured the research hypotheses in place. Finally, peer students also assisted by going through grammar to avoid any ambiguity in the questionnaires thus increasing content validity.

3.6.2 Reliability of the Instrument

Reliability of an instrument is the ability of an instrument to provide the same results after repeated test (Kothari, 2014). It is explained by the consistence of an instrument

producing same results. In order to improve the reliability of this research study, randomization of respondents was used when selecting the sample from target population. This allowed the respondents equal chance in participating in the research study.

A pilot study was also deployed to reinforce and test for reliability of the research instrument. The questionnaires were tested on a sample of 14 respondents which were chosen randomly from the population that were not included in the final study sample. These represented 10% of the sample and were sufficient for piloting (Mugenda & Mugenda, 2003).

The data collected from piloted questionnaires was analyzed using Cronbach alpha. This was obtained after coding and entering data into SPSS application to obtain the Cronbach Alpha. The Cronbach alpha coefficient of 0.7 represents acceptable cut off in social research for measuring the internal consistency reliability coefficient (Orodho, 2013). According to Hair, et al (2006), a Cronbach Alpha coefficient value of 1.0 indicates perfect reliability while that below 0.70 is be deemed to be low.

The 14 questionnaires that were piloted were not used in the final research study. The piloted questionnaires simply provided information that led to the improvement of the reliability coefficients of at least .70 that is acceptable and reliable in investigation study (Kathuri & Pals, 1993).

3.6.3 Imagined Extraneous Variables

Randomization was used to best control any imagined extraneous variables. This was done because randomization was a first resort method where possible for quality control (Oso & Onen, 2009). It is a quality control technique used when the sample is

fairly large to create equivalent representative samples that could influence the dependent variables.

3.7 Data Analysis

Data analysis is the investigation of data that has been collected using research tools to extract information and interpreting the results (Kombo, 2004). This was used to make deductions and inferences for the research. Collected data was analyzed qualitatively and quantitatively using the Statistical Package for Social Scientists (SPSS) version 21.0. Before starting the analysis process, the researcher processed the data by scanning and editing, coding, categorizing and tabulating it appropriately. The selection of method of analysis must be suitable to the study purpose and measure the research questions or hypotheses (Kothari, 2004).

The questionnaires used a Likert Scale in the form of Strongly Agree, Agree, strongly disagree, disagree, fairly agree, Agree and Strongly Agree. Strongly Disagree scored 1, Disagree scored 2, Fairly Agree scored 3, Agree scored 4, Strongly Agree response scored 5 from each respondent as per each variables which were used for statistical analysis. Inferential statistics was also adopted where the study utilized Multiple Regression Analysis (MRA) model.

Multiple Regression Analysis facilitated in testing of the influence of performance appraisal on quality public service delivery in National Government Administration. This method was used to predict existence of association between independent and dependent variables (Oso and Owen, 2005; Kothari, 2004). It is a causal analysis of how one or more independent variable influences changes in dependent variable, hence a study of functional relationships exists between dependent and independent variables (Kothari, 2009).

Multiple Regression technique was utilized to form linear equation. This sought to establish existence of linear relationship between the independent and dependent variable. This is possible if there exist a singular dependent variable associated with multiple indicators for independent variable. The key purpose for using this technique is the ability of measuring the relationship between the predictors representing independent variable on dependent testing its significances at 5%. As well as its ability to measure the magnitude or weight of each predictor on the dependent variable.

Therefore, the researcher could predict the rate of influence as well as the impact of influence of each independent variable on the dependent variable testing whether it had significant influence or had no significant influence. MRA was found to be appropriate based on this research study which had one dependent variable presumed to be a mathematical function of four independent variables.

Furthermore, based on its ability not only to indicate if there exist relationship between performance appraisal with quality public service delivery but also because it tested job expectation, performance standards, performance appraisal training and performance based compensation against quality public service delivery. It also gave the contribution of job expectation, performance standards, performance appraisal training and performance based compensation to the quality public service delivery.

Multiple Linear Regression tested the f-test statistics. The test indicated significant relationship if the significant level is below 5 percent ($P < 0.05$). The model tested significance of job expectation, performance standards, performance appraisal training and performance based compensation against quality public service delivery using t-test statistics. Each independent variable was tested against quality public

service delivery with a thumb rule that there is significant relationship if calculated level of significant is less than 5 percent ($P < .05$). This researcher tested the Multiple Linear Regression equation that it had formulated for this study. The equation model is given below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where

Y = Quality of Service Delivery (Dependent Variable)

β_0 = Constant Term

$\beta_1, \beta_2, \beta_3, \beta_4$ = Beta coefficients

X_1 = Job Expectation

X_2 = Performance Standards

X_3 = Performance Appraisal Training

X_4 = Performance-Based Compensation

e = Error Term

3.7.1 Regression Assumption

Regression model was diagnosed for normality, linearity, independence, homoscedasticity and multi-collinearity, in Table 4.14. Normality was investigated using Shapiro-Wilk test where the variables are normally distributed if their significant level is greater than 5%. Linearity was investigated using ANOVA test. This tested if the independent variables are linearly related with the dependents ($P < 0.05$). Independency of the variable was also investigated using Durbin-Watson test. If the d value is $1.5 < d < 2.5$ therefore there is no autocorrelation and hence there exist independency of each independent variable. Homoscedasticity is the procedure of testing similar variation with the variables. According to Hair (2014), Levene's test

was used to test homogeneity or equality of variance where at $P > 0.05$ showed that there existed homoscedasticity otherwise there exists heteroscedasticity. Finally, Multiple collinearity was investigated using variance inflation factors (VIF) where it is recommended that $VIF < 10$ has no multiple-collinearity. It is expected that the predictors should not have multiple collinearity with dependent variable.

3.8 Limitation of the Study

In perfect situation, the study would have been conducted in all the National Government Administrative Jurisdictions Units in Kenya. The information sought was limited to the findings obtained from Elgeyo Marakwet County in Kenya. This might limit the applicability of the findings to NGA jurisdictions in other part of the country.

The sampling method was limited to the five strata of NGAOs respondents whose information represented the views of the regions randomized. The study was also limited to the National Government Administrative Officers; County Commissioner (CC) Deputy County Commissioners (DCCs), Assistant County Commissioner (ACCs), Chief and Assistant Chiefs EMC.

However, all NGAOs operate under one structure and management; as such the findings might be universal, subsequently the research study captured all the hierarchical structure of NGA within County Levels. The results would be useful in filling the gap pertaining to performance appraisal on quality public service delivery.

3.8.1 Assumptions of the Study

The study was conducted under the following assumptions;

- i. The respondents provided true and sufficient information.
- ii. The questionnaires provided the desired information for the research.
- iii. The research study period was sufficient.

3.9 Ethical consideration

Mugenda and Mugenda (2008) argued that for the protection of the welfare and rights of the respondents to guarantee that the study does not harm financially, socially and psychologically. The researcher sought consent from the respondents before they participated in the study. The researcher provided relevant information to the respondents on aim of the study alongside benefits of the study.

This gave confidence to the respondent on the purpose and security of their information. Respondents were informed not to include their names; the anonymity assisted in providing privacy in the questionnaires. The respondents were reassured that the researcher would ensure confidentiality, anonymity and privacy of the information collected.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.0 Introduction

This chapter presents and interprets data that were analyzed after data collection from the respondents who participated in this research study. The study sought to evaluate the extent to which performance appraisal influences quality public service delivery in National Government Administration in Elgeyo Marakwet County in Kenya. The respondents of the research study were County Commissioner, Deputy County Commissioners, Assistant County Commissioners, Chiefs and Assistant Chiefs. Research study findings include both descriptive and inferential analysis results.

4.1 Response Rate

Mugenda and Mugenda (1999) alluded that threshold of 80% and above is sufficient enough to continue with the research study data analysis. This research study had a response rate of 121(85.8%) out of 141 respondents. The response rate was sufficient for the researcher to continue with data analysis since it was above the threshold of 80%.

Table 4.1: Reliability of the Data

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
JobExpect	15.8446	1.112	.395	.182	.735
PerformStand	15.6248	1.246	.320	.127	.774
PerformAppr	15.8760	1.112	.289	.087	.789
PerfComp	16.0066	.901	.474	.239	.781
ServDeliv	15.3322	1.047	.347	.150	.759

Source: Research data (2020)

According to table 4.1 job expectation, performance standards, performance appraisal training, performance based compensation and service delivery had Cronbach's Alpha

above 0.770 (Orodho, 2013). This allowed the researcher to continue with data analysis. Further analysis consisting of demographic, descriptive and inferential analysis was done.

4.2 Demographic Results

Demographic data were collected on the gender, age, education level, duration of working and level of working position of National Government Administration Officers. The respondents were part of National Government Administrative Officer. The bio data assisted to understand the characteristic of data from National Government Administrative Officers.

Table 4.2: Gender

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
Male	91	75.2	75.2	75.2
Valid Female	30	24.8	24.8	100.0
Total	121	100.0	100.0	

Source: Research data (2020)

Table 4.2 indicated that there were 91 male respondents representing 75.2% and 30 female respondents representing 24.8%. It is evident that most National Government Administrative Officers were male.

The male National Government Administrative Officers were thrice as many as female National Government Administrative Officers. Hence there is need to improve female gender representation in National Government Administration.

Table 4.3: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 30-34 years	22	18.2	18.2	18.2
35-39 years	24	19.8	19.8	38.0
40-44 years	17	14.0	14.0	52.1
45-49 years	21	17.4	17.4	69.4
50-54 years	25	20.7	20.7	90.1
Above 55 years	12	9.9	9.9	100.0
Total	121	100.0	100.0	

Source: Research data (2020)

Age of the respondents indicated in Table 4.3 outline that there were 22 respondents representing 18.2% of age bracket between 30-34 years, 24 respondents representing 19.8% were of the age 35-39 years, 17 respondents representing 14.0% were 40-44 years, 21 respondents representing 17.4% were 45-49 years, 25 respondents representing 20.7% were 50-54 years and 12 respondents representing 9.9% were above 55 years. Majority of the respondents were between 50-54 years followed by 35-39 years.

Table 4.4: Education Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Secondary	5	4.1	4.1	4.1
Certificate	21	17.4	17.4	21.5
Diploma	44	36.4	36.4	57.9
Bachelor Degree	30	24.8	24.8	82.6
Master's Degree	19	15.7	15.7	98.3
Others	2	1.7	1.7	100.0
Total	121	100.0	100.0	

Source: Research data (2020)

Table 4.4 indicated that majority of the National Government Administrative Officers had Diploma qualification with 44 respondents representing 36.4%. It was followed by the Bachelor Degree holders who were 30 respondents representing 24.8%.

Certificate holders were 21 representing 17.4% while Master's Degree holders were 19 respondents representing 15.7%. those with Secondary Education qualification and Others holders' qualification were among the least with 5 respondents representing 4.1% and 2 respondents representing 1.7% respectively. There was moderate literacy level among the National Government Administrative Officers which is significantly needed in their job expectation and performance.

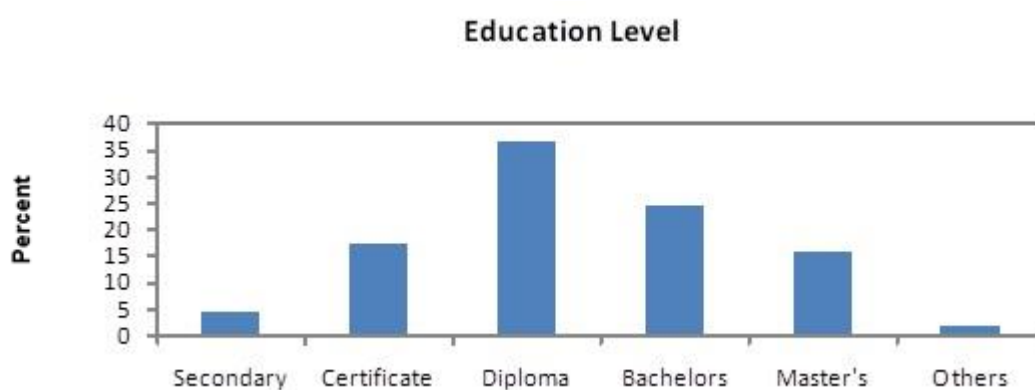


Figure 4.1: Education Level

Source: Research Data (2020)

Figure 4.1 reveals a normal distribution that is a bit skewed to low academic level and its mode at Diploma holders. There is need to extensively improve the education level especially for Assistant Chief and Chiefs whose majority had highest education and professional qualification were; Certificate, Diploma and Secondary Level Certification. This would improve performance in public service delivery.

Table 4.5: Duration of Working

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 1 year	1	.8	.8	.8
2-3 years	20	16.5	16.5	17.4
3-5 years	14	11.6	11.6	28.9
5-10 years	20	16.5	16.5	45.5
Above 10 years	66	54.5	54.5	100.0
Total	121	100.0	100.0	

Source: Research data (2020)

Table 4.5 revealed that majority have worked for more than 10 years with 66 respondents representing 54.5%, followed with 2-3 year and 5-10 years both with 20 respondents representing 16.5%. Those who have worked for 3-5 years were 14 respondents representing 11.6% of the total respondents and the least is one respondent who have worked less than one year. Working experience is crucial in quality service delivery, not only is it necessary in this field of work but it also requires general experience in different fields altogether.

Table 4.6: Level of Working Position in National Government Administration

	Frequency	Percent	Valid Percent	Cumulative Percent
County Commissioners	1	.8	.8	.8
Deputy County Commissioners	3	2.5	2.5	3.3
Valid Assistants County Commissioners	5	4.1	4.1	7.4
Chiefs	28	23.1	23.1	30.6
Assistant Chiefs	84	69.4	69.4	100
Total	121	100.0	100.0	

Source: Research data (2020)

Table 4.6 indicates that there were 84 Assistant chiefs representing 69.4% of total respondents, 28 Chiefs representing 23.1%, 5 Assistant County Commissioners representing 4.1%, 3 Deputy County Commissioners representing 2.5% and finally one County Commissioner representing 0.8% of total respondents. The level of working position is hierarchical and responsibilities, accountability, authority and supervisory increase up the hierarchy.

Table 4.7: Duration of Working in National Government Administration

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Below 1 year	1	.8	.8	.8
2-5 years	35	28.9	28.9	29.8
6-10 years	15	12.4	12.4	42.1
11-15 years	21	17.4	17.4	59.5
16-20 years	38	31.4	31.4	90.9
Above 20 years	11	9.1	9.1	100.0
Total	121	100.0	100.0	

Source: Research data (2020)

Table 4.7 was used to investigate duration of working within National Government Administration. The results reveals that majority of NGAOs have worked within 16-20 years with 38 respondents representing 31.4% followed by 2-5 years with 35 respondents representing 28.9%. Within 11-15 years there were 21 respondents representing 17.4%, 6-10 years were 15 respondents representing 12.4%, above 20 years there were 11 respondents representing 9.1 years and finally below one year was one respondent representing 0.8 of the total respondents.

4.3 Performance Appraisal and Quality Service Delivery Descriptive Results

Mean and standard deviation were used as descriptive measure for the variables of this research study. The interpretations were obtained from the result based on a scale from one to five from Strongly Disagree to Strongly Agreed. The results were given below as per objectives and interpreted for more understanding.

Table 4.8: Job Expectation

Administrative officers' position titles	N	Minimum	Maximum	Mean	Std. Deviation
The job descriptions help to increase efficiency in service delivery	121	3.00	5.00	4.2149	.63517
Job reliability is focused during performance appraisal process	121	1.00	5.00	4.1488	.65398
The government provides all Nation Government Administrative Officers with the right tools, equipment and facilities to deliver quality service	121	1.00	5.00	2.4380	.94774
The responsiveness of the employee to issue affecting the public is crucial	121	1.00	5.00	4.1570	.65839
Job expectation is essential in ensuring effectiveness in service	121	2.00	5.00	4.1736	.69135
Valid N (list wise)	121				

Source: Research data (2020)

Table 4.8 investigated Job Expectation; it indicated that job descriptions assisted to greater extent in increasing efficiency in service delivery as indicated by mean of 4.2149. The variance was low on efficiency in service delivery (standard deviation of 0.63517). Therefore, job description was crucial aspect that assisted to improve on efficiency in service delivery. The results indicated that job description plays a greater role in ensuring that the National Government Administrative Officers improve service delivery thus enabling them to perform better by improving quality public service delivery. The result concurs with Prabha, Perunjodi, & Soolakshna (2010) who found out that job expectation through job specification assisted in ensuring efficient service delivery.

Job reliability was found to be the main focus during performance appraisal process (mean of 4.1488). It was also found out that job reliability had low variation during performance appraisal process (standard deviation of 0.65398). Hence, job reliability assists significantly when appraising the National Government Administrative Officers. Kiragu (2015) linked job reliability through employee satisfaction with the quality of service rendered.

The findings also revealed that government through the State Department of Coordination of National Government to small extent provided all Nation Government Administrative Officers with the right tools, equipment and facilities to deliver quality service (mean of 2.4380). There was small variation on provision of right tools (standard deviation of 0.94774). Therefore, this implies that the government had not provide adequate tools, equipment and facilities that would guarantee quality public service delivery. There is need for government to ensure that the National Government Administrative Officers are provided with right tools, equipment and facilities for citizen to benefit from satisfactory and high quality public service delivery.

The responsiveness of the employee to issues affecting the public was crucial to a greater extent (mean of 4.1570). The responsiveness of employee was found to have low variance (standard deviation of 0.65839). This implies that National Government Administrative Officers made it a first priority to solve and serve the public, this being part and parcel of their core function, mandate and responsibility. The effort made through responsiveness of employee affected the quality of service delivery (Adelaida & Vida, 2017). This finding is related with this research study despite the study was conducted in hotel industry.

Finally, the result revealed that job expectation was essential in ensuring effectiveness in service to a greater extent (mean of 4.1736). A standard deviation of 0.69135 showed a low variance of job expectation on effectiveness in service delivery. Job expectation plays a major role in developing the effectiveness of Nation Government Administrative Officers in serving the public. These research study findings explain the importance of job expectation on efficient quality public service delivery. This

concur with Prabha, Perunjodi, & Soolakshna (2010) finding that job expectation based on perception and expectation level of employees influence not only the loyalty of employee but it also increases responsibility of employees and hence efficient quality public service delivery.

Table 4.9: Performance Standards

	N	Minimum	Maximum	Mean	Std. Deviation
Internal service quality and procedure of work facilitates service delivery	121	3.00	5.00	4.0744	.69720
The performance contract is in place and it is utilized in enhancing efficiency at work	121	3.00	5.00	4.0661	.73864
Performance indicators are set for goal setting and performance standards	121	3.00	5.00	4.0083	.72452
Policies in place are implemented to meet the required performance standards	121	3.00	5.00	3.9752	.75788
Performance standards through performance contracting and targets setting enabled timely service delivery	121	3.00	5.00	4.1074	.72803
Valid N (list wise)	121				

Source: Research data (2020)

Table 4.9 investigated on Performance Standards where internal service quality and procedure of work facilitated service delivery to a greater extent (mean of 4.0744). The variance on facilitated service delivery was low (standard deviation of 0.69720). Internal service quality and procedure entails internal controls that were found to play a significant role in quality public service delivery.

The findings revealed that performance contract was in place and it was utilized in enhancing efficiency at work to greater extent (mean of 4.0661). The results also showed a low variation on enhancing efficiency at work (standard deviation of 0.73864). Performance contracting was introduced to enable the National Government Administrative Officers to have a mechanism that would check their work performance. The result reveals that since its inception, it has affected the efficiency at work significantly. The work done by Korir & Bengat (2015) in performance

management found the same result with this research study that reforms made on performance contracting has improve performance of public service.

According to the findings performance indicators were set and put in place for goal setting and performance standards as indicated by mean of 4.0083. Its variation was low on goal setting and performance standards (standard deviation of 0.72452). It is an important concept to set the goals and performance standard based on performance indicators. Mauya (2015) also agreed with the need for target setting in performance contracting since it improves employee performance, job satisfaction, professionalism, accountability, employee innovativeness, reporting and service delivery.

Policies in place were implemented to meet the required performance standards to some extent (mean of 3.9752). The variation was low on implementation of policies (standard deviation of 0.75788). The policies that guide implementation is crucial in ensuring that the requirements of performance standards are meet.

Performance standards through performance contracting and targets setting enabled timely service delivery to a greater extent (mean of 4.1074). It variation on performance contracting and targets setting was low (standard deviation of 0.72803). Hence performance standards have shown to assist significantly on ensuring timely service delivery. Ndubai (2016) also found that performance measures affected customer satisfaction. Teo & Low (2016) also investigated on goal setting and found that it affected employee effectiveness.

Table 4.10: Performance Appraisal Trainings

	N	Minimum	Maximum	Mean	Std. Deviation
Performance training is crucial aspect which increase the quality of service delivered	121	3.00	5.00	4.2562	.75861
Mentoring process has helped in understanding the performance appraisal	121	2.00	5.00	3.6942	.70525
Performance appraisal seminars are conducted on performance appraisal	121	2.00	5.00	3.5372	.65880
Information on performance appraisals are disseminated through memos and trainings	121	2.00	5.00	3.5289	.62014
Performance appraisal training plays a major role in improving service delivery	121	3.00	5.00	3.9587	.84060
Valid N (list wise)	121				

Source: Research data (2020)

According to table 4.10 Performance Appraisal Training was found to be crucial aspect which increasing the quality of service delivered to greater extent (mean of 4.2562). Its variation on quality of service delivery was low (standard deviation of 0.75861). It implied that performance training assisted significantly in increasing quality of service delivery. Adepoju, Opafunso & Lawal (2017) recommended the need for training on performance appraisal to ensure quality service delivery. Mokaya (2013) concurred that training assisted in effective performance appraisal which reflected in service delivery.

Mentoring process has helped in understanding the performance appraisal to some extent (mean of 3.6942). Mentoring had low variation in understanding the performance appraisal (standard deviation of 0.70525). Mentoring to some extent assisted in understanding performance appraisal concepts. Mentoring as an aspect of training and development has shown that it had some effect on performance appraisal. The findings also indicate that performance appraisal seminars are conducted on performance appraisal to fair extent (mean of 3.5372). There was low variation on performance appraisal (standard deviation of 0.65880). Performance appraisal seminars are some extent conducted on performance appraisals. Wamaitha (2013) added that training ensured employees are more efficient and effective after

investigating on performance appraisal in staff training and development. Though the study did not link training with seminars. This research study found to some extent that seminars assisted in ensuring efficiency of performance appraisal.

Information on performance appraisals were disseminated through memos and training to fair extent (mean of 3.5289). The variance on performance appraisal was low (standard deviation of 0.62014). Wamaitha (2013) concurred that training of staff are done on performance appraisal. These assist employees to master and understand the process and procedures needed in performance appraisal.

Performance appraisal training plays a major role in improving service delivery to great extent (mean of 3.9587). The variance was low on the role performance appraisal training plays in improving service delivery (standard deviation of 0.84060). Training in performance appraisal despite assisting in understanding performance appraisal has a role in service delivery. Mokaya (2013) and Wamaitha (2013) found that training had no direct link with service delivery but it assisted significantly in efficiency in performance appraisal which was reflected in service delivery.

Table 4.11: Performance Based Compensation

	N	Minimum	Maximum	Mean	Std. Deviation
The National Government Administration has a fair policy system of identifying administrators who perform duties well in their area of jurisdiction	121	2.00	5.00	3.8512	.97178
Rewards such as bonuses, certificates, promotions and cash rewards, are given to National Government Administrative Officers who achieve and surpass performance targets in service delivery	121	1.00	5.00	2.9339	.86348
The remuneration are motivating and increments are made based on high quality and efficiency in service delivery	121	2.00	5.00	3.9339	.83402
Promotion are awarded for high achievers after performance appraisal exercise	121	2.00	5.00	3.2810	.75524
Performance based compensation given to administrators has motivated them to improve quality of public service delivery	121	2.00	5.00	4.3223	.80844
Valid N (list wise)	121				

Source: Research data (2020)

Table 4.11 indicated that the National Government Administration has a fair policy system of identifying administrators who perform duties well in their area of jurisdiction to great extent (mean of 3.8512). Its variance on fair policy system of identifying National Government Administrative Officers whose performance of duties in their areas of jurisdiction were low (standard deviation of 0.97178). The fair policy would assist in reward and compensation based on level of the performance of duties. Rhys (2014) in public policy reports also advocated for reforms that would allow performance management system improve quality of service delivery. The reform includes policies and improvement of reward system in performance management. This research study had found that there exist fair policies in management of performance.

The findings indicated that rewards such as bonuses, certificates, promotions and cash rewards, are given to National Government Administrative Officers who achieve and surpass performance targets in service delivery to small extent (mean of 2.9339). The

variance was low on achievement and surpass performance target in service delivery (standard deviation of 0.86348). Despite the good policies identifying performing National Government Administrative Officers, the rewards such as; bonuses, certificates, promotion and cash rewards are not give to National Government Administration Officers and hence does not have sufficient motivation. Potemski, Rowland, & Witham (2011) advocacy on performance based compensation indicated that there is need for further reforms to ensure that it guarantee quality service delivery.

The remunerations were motivating and increments are made based on high quality and efficiency in service delivery to great extent (mean of 3.9339). The variance was somehow low on high quality and efficiency in service delivery (standard deviation of 0.83402). Remunerations were considered to be motivating and increments were found to be made on the basis of quality and efficiency in service delivery. Mwangi (2011) concurs that a good compensation plan assisted in ensuring high productivity and service delivery since it increase motivation in team work and individual employee performance.

The result indicated that promotions were awarded for productive high achievers Staff after performance appraisal exercise to small extent (mean of 3.2810). The variation of promotion awarded on basis of achievers' performance appraisal was low (standard deviation of 0.75524). Promotion somehow considered the achiever's performance from appraisal exercise. The concept of promotion need to be relooked as a component of performance based compensation. Potemski, Rowland, & Witham (2011) advocated that reforms in compensation plan would assist in quality service delivery.

Finally, performance based compensation given to National Government Administration Officers has motivated them to improve quality of public service delivery to greater extent (mean of 4.3223). Its variation on improving the quality of service delivery was low (standard deviation of 0.80844). Therefore, performance based compensation assists in motivating National Government Administrative Officers in provision of service delivery. Majority of the research studies commented on need to have inclusive compensation plan for public service sector (Mwangi, 2011; Ndilimeke, 2013). Mwangi (2011) found out that compensation plan was crucial in ensuring high productivity and improvement of service delivery concurring with current research. This research study shows that there exist difference performance levels arising from different compensation plans. This calls for further study on this matter.

Table 4.12: Quality of Service Delivery

	N	Minimum	Maximum	Mean	Std. Deviation
There is effective service delivery based on number of citizens served as results of expected job by the National Government Administrative Officers	121	2.00	5.00	4.2810	.75524
The citizen and clients are served on time based on performance standards set by the National Government Administration to its Administrative Officers	121	3.00	5.00	4.3306	.65049
Quality of service delivery has improved as a result of performance appraisal training undertaken by National Government Administration to its Administrative Officers	121	3.00	5.00	4.2479	.66183
There is efficient service delivery because government implements performance-based compensation	121	3.00	5.00	4.3719	.65995
Quality of public service delivery has improved as result of performance appraisal exercised on National Government Administrative Officers job	121	3.00	5.00	4.4628	.63300
Valid N (list wise)	121				

Source: Research data (2020)

Table 4.12 reveals that Service Delivery where it was found that there was effective service delivery based on number of citizens served as results of expected job by the

National Government Administrative Officers to a greater extent (mean of 4.2810). The results indicated low variation on number of citizens served as results of expected job (standard deviation of 0.75524). Number of citizens served by National Government Administrative Officers had increased indicating that quality of public service delivery had improved. Maila (2006) argued that through best practice in performance management would ensure better quality public service delivery. One of the practices that ensure better service delivery is job expectation for employee as suggested by Prabha, Perunjodi, & Soolakshna (2010) which concurs with this research study.

It was also revealed that citizen and clients were served on time based on performance standards set by the National Government Administration to its Administrative Officers to greater extent (mean of 4.3306). Its variation on quality public service delivery on time was low (standard deviation of 0.65049). Mauya (2015) agreed that it is important to set performance target to aid in achieving quality service delivery. Performance standards assist in setting target and performance contracting which has significant effect on performance.

According to the results quality of service delivery had improved as a result of performance appraisal training undertaken by National Government Administration to its Administrative Officers to greater extent (mean of 4.2479). The variation of quality public service delivery on performance appraisal training done was low (standard deviation of 0.66183). Hence quality public service delivery has improved as results of training in performance appraisal. Training was identified as major concern in Adepoju, Opafunso, & Lawal (2017) study on performance appraisal and service delivery. There is indirect link of performance training with service delivery from

Mokaya (2013) study which play major role in implementation of performance appraisal.

The findings also indicated that there was efficient service delivery because government implements performance-based compensation to greater extent (mean of 4.3719). Its variance on efficient service delivery was low (standard deviation of 0.65995). Performance based compensation would assist in ensuring that there is efficient service delivery to citizen by National Government Administrative Officers. Compensation plan was also found to be crucial in motivation of employees and teamwork which has enhanced service delivery. Mwangi (2011), opined that fair pay for commensurate work done resonates well and concurs with this research study.

Quality public service delivery improved as result of performance appraisal exercised on National Government Administrative Officers job to a greater extent (mean of 4.4628). Its variation on performance appraisal is low (standard deviation of 0.63300). Therefore, for quality public service delivery to be achieved there is need to improve on performance appraisal done to National Government Administrative Officers. Majority of reform in performance appraisal is to ensure that there is high quality of service delivery (Rhys, 2014). There is room for further improvement in public sector service delivery.

4.4 Multiple Regression Analysis

Diagnosis test for multiple linear regression was done to test the model fit. The test revealed that there existed normality in the data obtained from the questionnaire. This was measured using Shapiro-Wilk which indicates that job expectation, performance standards, performance appraisal training, performance-based compensation and quality public service delivery had p values of .130, .201, .0401, .051 and .062 which were greater than 5% significant level. Hence all variables were normally distributed.

It was revealed that their performance appraisal predictors had linear relation with quality public service delivery based on all p values that were less than 5% significant level.

Independence of the job expectation, performance standards, performance appraisal training and performance based compensation was tested on quality public service delivery using Durbin-Watson test. It was found that the variables had no auto-correlation since all d value obtained were between the recommended 1.5 to 2.5 meaning that they were independent to the quality public service delivery. Homogeneity of variance was investigated using Levene's test where the results indicated that job expectation, performance standards, performance appraisal training and performance based compensation had all significant value that were greater than 5% which indicated that the variables were homoscedastic. Finally, multi-collinearity was investigated and all VIF <10 which implied there was no existence of multiple collinearity. This allowed the research to carry on with analysis using the model.

Table 4.13: Diagnosis of Multiple Linear Regression Model

	N	Normality (Shapiro- Wilk test)	Linearity (ANOVA test)	Independence (Durbin- Watson test)	Homogeneity (Levene test)	Collinearity VIF
Condition		P>0.05	P<0.05	1.5 <d<2.5	p>0.05	VIF <10
Job Expectation	121	0.130	0.023	1.646	0.238	1.102
Performance Standards	121	0.201	0.050	1.626	0.058	1.126
Performance Appraisal Training	121	0.401	0.046	1.562	0.118	1.199
Performance- Based Compensation	121	0.051	0.000	1.696	0.051	1.171
Quality of public service delivery	121	0.062				

Source: Research Data (2020)

Inferential statistics were obtained using regression model developed from the result obtained. The summary of multiple regression model was presented in Table 4.14.

Table 4.14: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	d f1	d f2	Sig. F Change	Durbin-Watson
		.553 ^a	.306	.282	.53629	.306	12.796	4	116	.000

a. Predictors: (Constant), Job Expectation, Performance Standards, Performance Appraisal Training, Performance-Based Compensation

b. Dependent Variable: Quality of public service delivery

Source: Research data (2020)

Table 4.14 summary model indicated there was moderate correlation existing between performance appraisal and quality public service delivery ($R = 0.553$). The variation of 30.6% of quality of public service delivery was as result of performance appraisal while other factors contributed 69.4% (R square = 0.306). The ANOVA test of the model that measured F-change indicated the model was best fit to show the relationship between performance appraisal and quality public service delivery ($P=0.000<0.05$). The model also did not had autocorrelation detected within the variables examined in the study ($1.5 < d = 1.723 < 2.5$). This showed that the combine relationship between performance appraisal variables were independent to quality public service delivery.

Table 4.15 revealed the relationship between the dependent and independent variables. In the study job expectation, performance standards and performance based compensation were significant indicators of performance appraisal that influenced service delivery in National Government Administrative Officers generating the following research equation.

$$Y = 1.196 + 0.183X_1 + 0.161X_2 + 0.067X_3 + 0.344X_4 + e$$

Where; Y is Quality of Service Delivery, X1 is Job Expectation, X2 is Performance Standards, X3 is Performance Appraisal Training and X4 is Performance-Based

Compensation. The model indicated that for every unit increase in job expectation, service delivery improves by .183, unit increase in performance standards led to .161, and unit improvement in performance based compensation would lead to .344 improvements in quality of service delivery.

Performance based compensation had the high positive significant improvement standardize coefficient (Beta = 0.359) on service delivery followed by job expectation (Beta = 0.218) and finally performance standards (Beta = 0.166). The results concur with Rhys (2014) where performance appraisal affected significantly the quality public service delivery.

Table 4.15: Regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Toleranc	VIF
(Constant)	1.196	.485		2.465	.015		
Job Expectation	.183	.068	.218	2.683	.008	.908	1.102
Performance Standards	.161	.080	.166	2.017	.046	.888	1.126
Performance Appraisal Training	.067	.081	.070	.824	.412	.834	1.199
Performance-Based Compensation	.344	.080	.359	4.287	.000	.854	1.171

a. Dependent Variable: Quality public service delivery

Source: Research data (2020)

The hypotheses result for this research study was indicated as follows;

First hypothesis, there is no significant influence of job expectation on quality public service delivery in National Government Administration in Elgeyo Marakwet County in Kenya. The null hypothesis was rejected and alternative hypothesis was accepted. Since there was positive significant relationship between job expectation and quality of service delivery ($P = 0.008 < 0.05$). This concurred with Soolakshna (2010) that job expectation affects service delivery.

Second hypothesis, there is no significant influence of performance standards on quality public service delivery in National Government Administration in Elgeyo Marakwet County in Kenya. The null hypothesis was rejected and alternative hypothesis was adopted. Therefore, there existed positive significant relationship between performance standards and quality of service delivery ($P = 0.046 < 0.05$). The results concur with Mauya (2015) that performance standards are significant on service delivery.

Third hypothesis, there is no significant influence of performance appraisal training on quality public service delivery in National Government Administration in Elgeyo Marakwet County in Kenya. The null hypothesis was accepted. Hence there was no significant relationship between performance appraisal training and quality of service delivery ($P = 0.412 > 0.05$). This was contrary to Mokaya (2013) who found training was important on service delivery in the implementation of performance appraisal. This must be as result of low and poor training given to public administrators. Therefore, there is need to improve on training programmes as well as adequacy in training.

Forth hypothesis, there is no significant influence of performance-based compensation on quality public service delivery in National Government Administration in Elgeyo Marakwet County in Kenya. The null hypothesis was rejected and alternative hypothesis was accepted. According to the results there existed positive significant relationship between performance based compensation on quality of service delivery ($P = 0.000 < 0.05$). This is in line with Mwangi (2011) result who found that the compensation plan assists in improvement of public service delivery.

Table 4.16: Summary of Hypotheses Testing

Hypothesis	Coefficient Value	Test Criteria for Hypothesis	Conclusion
H₀₁: There is no significant influence of job expectation on quality public service delivery in National Government Administration in Elgeyo Marakwet County in Kenya.	B ₁ =.183, P=.008	P<0.05	Rejected
H₀₂: There is no significant influence of performance standards on quality public service delivery in National Government Administration in Elgeyo Marakwet County in Kenya.	B ₂ =.161, P=.046	P<0.05	Rejected
H₀₃: There is no significant influence of performance appraisal training on quality public service delivery in National Government Administration in Elgeyo Marakwet County in Kenya.	B ₃ =.067, P=.412	P<0.05	Accepted
H₀₄: There is no significant influence of performance-based compensation on quality public service delivery in National Government Administration in Elgeyo Marakwet County in Kenya.	B ₄ =.344, P=.000	P<0.05	Rejected

Source: Research data (2020)

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The findings discussions are centered on demographic profile of the National Government Administrative Officers, job expectation, performance standards, performance appraisal training, performance-based compensation and service delivery in National Government Administration. This assisted in providing the conclusion and recommendation from the summary of the results.

5.1 Summary

There is need to address gender inequality disparity. The results also revealed that majority of the National Government Administrative Officers are mid 50s as well as mid 30s which indicated that there was sound quality of decision making. Majority of the National Government Administrative Officers have Diploma level of education with substantial number having Bachelor's degree qualification. Majority have worked beyond 10 years in other different organization. There was 0.8 % County Commissioner, 2.5% Deputy County Commissioners, 4.1% Assistant County Commissioners, 23.1% Chiefs and 69.4% Assistant Chiefs representation in the County.

5.1.1 Job Expectation

Job description improved efficiency in service delivery through focusing on performance appraisal process. The study findings revealed that right tools, equipment and facilities were not sufficient for the purpose of provision quality public service delivery. It was found that the responsiveness to public was important on service delivery. Finally, the results showed that job expectation was crucial in ensuring effective in service delivery.

The inferential results indicated that job expectation had positive significant effect on quality public service delivery ($P = 0.008 < 0.05$). Therefore, job expectation significantly influenced quality public service delivery.

5.1.2 Performance Standards

Internal service quality and procedure of work facilitated service delivery. Performance contract was utilized which improve efficiency at work. The performance indicators utilized goal setting and performance standards in evaluation process. Policies in place were well implemented to meet the performance standards. Performance standards through contracting and targets setting assisted in ensuring timely service delivery.

The regression result indicated that performance standards had a positive significant influence on quality public service delivery ($P = 0.046 < 0.05$). Hence, performance standards play significant influence on timeliness of service delivery.

5.1.3 Performance Appraisal Training

Performance Appraisal Training was found to be less important on the quality of service delivery. Mentoring on the other hand had a fairly small influence on performance appraisal done. Seminars in performance appraisal had fair influence on quality public service delivery. Information on performance were moderately disseminated through memos and training. Hence the results indicated that performance appraisal training had less significant role in service delivery.

The result from regression model indicated that performance appraisal training had no significant influence on service delivery ($P=0.412 > 0.05$). Therefore, performance appraisal trainings are not so crucial in service delivery.

5.1.4 Performance-Based Compensation

The results reveal fair policy system of identifying high performing and achievers National Government Administrative Officers was in place. Though the rewards such as bonuses, certificates, promotions and cash rewards are practiced in rewarding those who have surpass the performance targets. Remuneration is well motivating which had improved service delivery. Promotion had low influence on high achiever after performance appraisal. Compensation generally had significant impact on motivation and improvement of public service delivery.

The results indicated performance based compensation has positive significant influence on the service delivery ($P = 0.000 < 0.05$). Hence it is an important and crucial for management to achieve high quality public service delivery.

5.1.5 Quality of Service Delivery

According to the results service delivery was found to be effective as results of job expectation. Clients and citizen were able to get service on time based on performance standards set. Training on performance appraisal had improved to some extent the quality public service delivery. Efficient service delivery was achieved based on performance based compensation hence quality public service delivery is achievable through improvement of performance appraisal practice.

The regression model found that performance appraisal practice had positive significant influence on quality public service delivery ($P = 0.000 < 0.05$). There existed a positive correlation between performance appraisal and quality public service delivery ($R = 0.553$).

5.2 Conclusion

The study concluded that job expectation plays a positive significant role in ensuring quality public service delivery. This has been enhanced through job reliability and improvement in responsiveness of employee to job expected of employees. Despite existing structure for job description and policies that assist the employees there were no sufficient tools, equipment and facilities that would help in offering quality service. There is need for government to provide equipment and facilities that would help National Government Administrative Officers undertake their duties.

Performance standards were found to play crucial role in the entire process of performance appraisal. It was found that internal service quality and procedure facilitated quality public service delivery. Performance contract in place also assisted to ensure efficiency at work. The performance standards assisted in setting goals and policies in place ensured timely quality public service delivery. Therefore, performance standards had a positive significant influence on the service delivery.

Performance appraisal training through mentoring, seminars, memos and training had low effect on quality public service delivery. Therefore, performance appraisal training did not play a significant role in service delivery despite slight improvement in quality public service delivery.

Performance based compensation had significantly influence on quality public delivery of services. National Government Administration has fair policy system of identifying National Government Administrative Officers who have surpassed their set performance targets. Rewards such as; bonuses, certificates, promotions and cash rewards had small influence on the high performance achievers. But remuneration

motivated and increase service quality significantly. Hence, there is need to choose the right rewards for high quality public service delivery.

5.3 Recommendations

The first recommendation for this study was that job expectation through job reliability and responsiveness should be enhance by government to ensure high quality service delivery. Government should provide better tools, equipment and facilities to National Government Administration Officers. Through improving environment of work the government will improve delivery of service to the public.

The second recommendation was that performance standard through internal service quality and procedures, policies and goal setting should be practice by the National Government Administrative Officers. This will assist performance indicators are set for goal setting and performance standards. It is important for the government officials to enhance quality of public delivery of services which is anchored on performance goal setting.

The third recommendation was that Performance appraisal trainings in public sector need reforms to inculcate in the minds of National Government Administrative Officers insight into importance of provision of client – centered public service delivery. The existing trainings method, training frequency and training procedure might be inadequate. Therefore, reforms in performance appraisal trainings must be made to relook at the training programmes, frequency and methods that are appropriate to enhance the performance of National Government Administration. Despite performance appraisal indicating insignificant influence on service delivery, National Government Administrative Officers should incorporate changes in training programs aimed at improving quality of public service delivery.

Finally, National Government Administration through policies should be encouraged to adopt performance based compensation. This will assist in remunerating and rewarding performing employees. Better motivation through the review of the policies will go a long way in service delivery improvement in National Government Administrative Officers.

5.4 Suggestion for Further Studies

The study suggested that further research be conducted on performance based compensation on service delivery. This arose from performance based compensation which had the highest impact on quality public service delivery based on performance appraisal. It implies that motivation through performance based compensation has significant influence on delivery of services at implementation of performance appraisal.

The study also suggests further research to be done performance appraisal training techniques on service delivery. This is to investigate what is ailing the performance appraisal training based on the training needs assessment, task analysis, employees' readiness to learn, training environment, transfer of training to actual place of work training approaches or methods, duration and content.

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APPENDICES

Appendix I: Workplan 2019/2020

Activity	Oct	Nov	Dec	Jan	Feb	March
Research Proposal development						
Literature Review development						
Presentation						
Piloting						
Data collection						
Data analysis and report						
Thesis submission						

Appendix II: Introductory Letter

Moi University,
School of Business and Economics,
P.O Box 3900,
ELDORET.

Dear Respondent / Participant,

I am a postgraduate scholar in Moi University, department of Human Resource Management. I am pursuing a Master of Science in Human Resource Development. I am undertaking a Research Study titled "*Percieved Influence of Performance Appraisal on Quality Public Service Delivery in National Government Administration in Elgeyo Marakwet County in Kenya*". I humbly request you to be part of the respondents in the research.

The aim of this research study is to investigate how Performance Appraisal influences Public Service Delivery quality in National Government Administration in Elgeyo Marakwet County. The findings of this research study will assist the State Department of Coordination of National Government on strategies of implementing Performance Appraisal System with view of improving quality of Public Service.

I therefore request you to provide accurate and honest information through responding by filling in the questionnaire. I promise and commit that your information will be confidential. You can seek any clarification when need arises in the research.

Thank you in advance for cooperating.

Yours Sincere,

KIBET RODGERS SIRKOI

Reg No. SHRD/PGH/03/10

TEL. 0724-669-098

Appendix III: Questionnaire

SECTION A: GENERAL INFORMATION

Please tick appropriately

1. Select your gender? { } Male. { } Female
2. How old are you?
Below 30 years { } 30 – 34 years { } 35 – 39 years { }
40 – 44 years { } 45 – 49 years { } 50 – 54 years { } Above 55 years { }
3. What is your job title?
4. Indicate your highest level of education?
Secondary { } Certificate { } Diploma { } Bachelor's degree { } Master's degree { } Others { }
5. Indicate the duration of working in National Government Administration?
Less than 1 year { } 2 – 3 years { } 3 – 5 years { }
5 – 10 years { } above 10 years { }
6. Which position do you hold in the National Government Administration?
County Commissioner { } Deputy County Commissioner { } Assistant County Commissioner { } Chief { } Assistant Chief { }
7. How long have you work for Nation Government Administration?
Below 1 year { } 2 – 5 years { } 6-10 years { } 11 -15 years { } 16 – 20 years { } Above 20 years { }

SECTION B: Sectional Questionnaires

The statements relate to questions for influence of performance contract on service delivery in public sector. Please tick appropriately based it on the extend of agreeability using the Key below.

Key: 1 = Strongly Disagree (SD); 2 = Disagree (D); 3 = Fairly Agree (FA); 4 = Agree (A); 5 = Strongly Agree (SA)

Job Expectations	1=(SD)	2=(D)	3=(FA)	4=(A)	5=(SA)
1. The job descriptions helps to increase efficiency in service delivery.					
2. Job reliability is focused during performance appraisal process.					
3. The government provides all National Government Administrative Officers with the right tools, equipment and facilities to deliver quality service.					

4. The responsiveness of the employee to issues affecting the public is crucial.					
5. Job expectation is essential in ensuring effectiveness in service delivery.					

Performance Standards Setting	1=(SD)	2=(D)	3=(FA)	4=(A)	5=(SA)
1. Internal service quality and procedure work facilitates service delivery.					
2. The performance contract is in place and it is utilized in enhancing efficiency at work.					
3. Performance indicators are set for goal setting and performance standards.					
4. Policies in place are implemented to meet the required performance standards.					
5. Performance standards through performance contracting and targets setting has enabled timely service delivery.					

Performance Appraisal Training	1=(SD)	2=(D)	3=(FA)	4=(A)	5=(SA)
1. Performance training is crucial aspect which increase the quality of service delivered.					
2. Mentoring process has helped in understanding the performance appraisal.					
3. Performance appraisal seminars are conducted on performance appraisal.					
4. Information on performance appraisals are disseminated through memos and trainings.					
5. Performance appraisal training plays a major role in improving service delivery.					

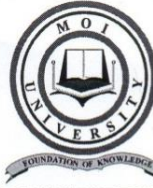
Performance-Based Compensation	1=(SD)	2=(D)	3=(FA)	4=(A)	5=(SA)
1. The National Government Administration has a fair policy system of identifying National Government Administrative Officers who perform duties well in their area of jurisdiction.					
2. Rewards such as; bonuses, certificates, promotions and cash awards, are given to National Government Administrative Officers who achieve and surpass performance targets in service delivery.					
3. The remuneration are motivating and increments are made based on high quality and efficiency in service delivery.					
4. Promotion are awarded for high achievers after performance appraisal exercise.					

5. Performance based compensation given to National Government Administrative Officers has motivated them to improved quality of public service delivery.					
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Service Delivery	1=(SD)	2=(D)	3=(FA)	4=(A)	5=(SA)
1. There is effective service delivery based on number of citizens served as results of expected job by the National Government Administrative Officers.					
2. The citizen and clients are served on time based on performance standards set by the National Government Administration to its National Government Administrative Officers					
3. Quality of service delivery has improved as a result of training undertaken by National Government Administration to its National Government Administrative Officers					
4. There is efficient service delivery because government implements performance-based compensation.					
5. Quality of public service delivery has improved as result of performance appraisal exercised on National Government Administration Officers job.					

THANK YOU

Appendix IV: University Introductory Letter



**MOI UNIVERSITY
POSTGRADUATE OFFICE
SCHOOL OF BUSINESS AND ECONOMICS**

**Tel: 0790940508
0771336914
0736138770
Fax No: (053) 43047
Telex No. MOIVARSITY 35047**

**P.O. Box 3900
Eldoret.
Kenya**

RE: SHRD/PGH/03/10

DATE: 19th December, 2019

TO WHOM IT MAY CONCERN

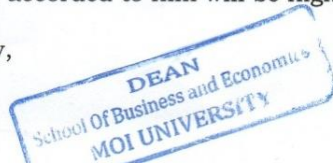
Dear Sir/Madam,

RE: KIBET RODGERS SIRKOI – SHRD/PGH/03/10

The above named is a bonafide student of Moi University School of Business and Economics, undertaking a Master of Science degree in Human Resource Development. He has completed coursework, defended his proposal, and is currently proceeding to the field to collect data, for his research topic titled: **“Influence of Performance Appraisal on Quality Public Service Delivery in National Government Administration in Elgeyo Marakwet County.”**

Any assistance accorded to him will be highly appreciated.

Yours faithfully,



DR. RONALD BONUKE
ASSOCIATE DEAN, SCHOOL OF BUSINESS AND ECONOMICS.

RB/ms



Appendix V: Administrative Map of Elgeyo Marakwet County

