

THE SERVICE-CHARTER AND PERFORMANCE ENHANCEMENT IN  
PUBLIC ORGANIZATIONS; A CASE STUDY OF KENYA'S  
TEACHERS SERVICE COMMISSION, TRANS-NZOIA, UASIN-GISHU  
AND NANDI DISTRICTS

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## ABSTRACT

Performance management is a strategic and integrated approach to delivering sustained success to an organization by improving the performance of people who work in them and by developing the capacities of teams and individual contributions. It is based on the principle of management by agreement or contract rather than management by command. For this purpose organizations have come up with *the service charter*, an open statement that explains an organization's service, commitment and standards as well as the target clients and their expectations of the said organization. Despite many public service institutions in Kenya having formulated good service charters, there are still complaints about performance levels. This study sought to examine the effectiveness of the service charter in enhancing performance, through; establishing the awareness levels in institutions and the extent to which it is actually adhered to. It also looked into the challenges to the implementation of the service charter. The study is based on the systems theory which views the organization as a system, comprising of several subsystems which are interdependent and affect the overall system (the organization). It employed a survey design. A sample of 200 respondents was selected through simple random sampling, from across three districts. Questionnaires and interviews were used to solicit responses from the Teachers Service Commission staff and clients. Descriptive analysis was then carried out on the responses gathered and the findings presented by use of tables, so as to facilitate interpretation. The purpose was to determine how well the service charter has achieved its purpose, and to recommend ways to best utilize it as a tool to enhance performance and improve service delivery. The study established that the service charter is an effective tool in enhancing organizational performance. However, certain adjustments must be made by the organization to facilitate the desired effects. The findings of the study can therefore be used to streamline organizations so as to enhance performance and service delivery.