

## **Assessing the Relationship Between Performance Management and Quality Service Delivery in Counties of the Lake Region Economic Bloc Kenya**

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**ABSTRACT:** *County governments in Kenya were inaugurated in the year 2013 to continuously find measures that can enable them raise standards of services through practicing appropriate performance practice to deliver quality services. It has been evident that County governments have been experiencing a myriad of problems that constrain their delivery. This study aimed at assessing the relationship between performance practice and quality service Delivery among Lake Region economic bloc counties governments in Kenya. This study was anchored on objective factor theory supported by expectancy and human capital theories. The study used an explanatory design. The target population was nine hundred and eighty-five officials. A sample size of 356 through Yamane's (1979) sample size formula at a 95% confidence level,  $p=0.5$  formula. Stratified and simple random sampling was used. Data collection was through questionnaire. Results for the objective performance management was positively significant in relationship to quality service delivery. The study recommended that, County government should always create an adequate performance management framework that will effectively link the performance of County government departments to their development goals.*

**KEYWORDS:** quality, service, delivery, management, performance

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### **INTRODUCTION**

#### **Performance Management**

Performance Management is a process of establishing a shared workforce understanding of what is to be achieved and when at an organization level. Performance management entails the use of different tools, such as business performance management, enterprise

performance management, corporate performance management, customer relationship management, supply chain management, risk management, human capital management, strategy map, scorecard, and Six Sigma, Considering that there is no single performance management methodology, performance management serves as an important tool that guides the implementation of an organization's strategy. However, performance management entails appraising performance, giving feedback to the employees and offering rewards or punishments to them (Tooranloo, Azadi & Ali, 2017).

Performance management can also be said that it is about aligning the organizational objectives with the employees' agreed measures, skills, competency requirements, development plans, and the delivery of organization results. Performance management initiatives should be a key foundation, seen as empowering means towards getting results from individual employees, teams, and the organization within a framework of locating targets and developing standards, goals, and objectives that can be measured to establish the performance levels. It also serves as a way in which state corporations can gauge to establish whether they are delivering the appropriate services as stipulated by their mission and objectives in the appropriate quantity, cost, time, and to the appropriate people (Noe, Hollenbeck, Gerhart & Wright 2010),

Countries worldwide have embarked on public organizational performance to improve their performance and improve service delivery. To make the upcoming administrative change possible, it has become clear that it would be extremely useful to implement an effective system of measurement and management (Pidd , 2012). With the current objective debates on the effect of performance measurement in the business, the management domain is a question to be investigated. To realize that, the investigation of the contribution of business Performance Management and performance management in business is a result of employee engagement and that the (PM) system is a communication and guiding mechanism, which, if affected well and used appropriately, can waterway the efforts of employees striving to perform (Bourne, Pavlov, Franco-Santos, Lucianetti & Mura 2013),

### **Statement of Problem**

County governments in Kenya are expected to continuously find measures that can enable them to raise service delivery standards through practicing appropriate performance management to efficiently deliver Quality services like infrastructure development, water, electricity, efficient health services, and education services. Nevertheless, it has been evident that County governments in Kenya have been experiencing a myriad of problems which include and are not limited to nepotism, mismanagement, inappropriate working environment, and key appointments done based on political referrals and affiliation (Collins & Druten, 2013). Since the inauguration of Public Service Boards in 2013, not much empirical evaluation of their Human Resource Management like performance management role in achieving quality service objectives has been attempted, and this has

led to the little known extent to which Human Resource Management agencies within the forty-seven (47) counties in Kenya have facilitated performance management of staff for Quality service delivery. Research also indicates that over fifty-one per cent (51%) of citizens are dissatisfied with service delivery of key services offered by Counties like infrastructure development, water, electricity, and provision of health and education services (Transparency International, 2019). This indicates that there is a need for County Governments to improve efficient human resource management practices in relation to Quality service. County Governments have witnessed a poor performance by successive governments due to weak governance of public institutions across the nation, and therefore, it is important to improve this level of service delivery; in order to do so, there is a need first to investigate the factors which are making the level of service delivery being unsatisfactory (Kerubo & Muturi, 2019)

### **Objectives of the Study**

The Objective of this study was:

(ii). To examine the relationship between performance management and quality service delivery in the Lake Region Economic Bloc County Governments.

### **Hypotheses**

**H<sub>01</sub>:** There is no statistically significant relationship between performance management and quality service delivery in Lake Region Economic Bloc County Governments

## **LITERATURE REVIEW**

### **Performance Management and Quality Service Delivery**

Tooranloo, Azadi, and Ali (2017), in the study, factors affecting implementation successful of suitable human resource management in Europe, opined that Employee Performance Management is a process for establishing a shared workforce understanding of what is to be achieved at an organization level, they indicated that, Performance management entails the use of different tools, such as business performance management, enterprise performance management, corporate performance management, customer relationship management, supply chain management, risk management, human capital management, strategy map, scorecard, and Six Sigma, Considering that there is no single performance management methodology this study did not show the relation between performance management and service delivery in county governments which current study addressed.

Pidd (2012) did a study on perversity in public service performance; a critical literature review explained that in the United Kingdom (UK), performance management underlies the delivery of public services as part of the New Public Management, which is citizen-or customer-centred management culture. The researcher furthered that countries worldwide have embarked on public organizational performance to improve their performance and service delivery. In order to make the upcoming administrative change possible, it has

become clear that it would be extremely useful to implement an effective system of measurement and management of performance, although this study did not address performance in relation to service delivery in county governments.

According to Noe, Hollenbeck, Gerhart, and Wright (2010), on human resource management gaining a competitive advantage, a handbook noted that performance management initiatives should be a key foundation seen as empowering means towards getting results from individual employees, teams, and the organization as a whole within a framework of locating targets and developing standards, goals, and objectives which can be measured to establish the performance levels. It also serves as a way in which state corporations can gauge to establish whether they are delivering the appropriate services as stipulated by their mission and objectives in the appropriate quantity, cost, time, and to the appropriate people. The study concluded that service delivery is a deliberate obligatory decision by the elected or appointed officials to serve or deliver goods and services to the recipients the study did not address performance management in County Government. Current study assessed the performance of the Lake region economic bloc counties.

A study carried out by Bourne, Pavlov, Franco-Santos, Lucianetti, and Mura (2013) where they were seeking to establish the contributing effects of performance measurement and human resource management practices in a survey with the objective of advancing the current debates on the effect of performance measurement in the business management domain. In order to realize that, it investigated the contribution of business Performance Management and human resource management (HRM) practices to business performance. The paper debates that performance is a result of employee engagement and that the PM system is a communication and guiding mechanism, which, if effected well and used appropriately, can waterway the efforts of employees striving to perform, this study, however, did not consider performance management in Lake region economic bloc counties Kenya.

Kinanga and Partoip (2013) carried out a study on the linkage between employee productivity and participation in target setting on a descriptive survey design and found out that there was a solid positive correlation between performance target setting and employee performance. The study determined that performance contracting had a solid positive effect on employee performance in public enterprises in Kenya and hence need to ensure performance target setting is sound, organized, and planned. From the findings, the study recommended that performance target setting in performance contracting should be extended to encompass all areas of the organization and be dropped to all employees of the organization and that evaluation be linked to some incentive system so that performance can be continued. The urge to advance productivity and performance among Kenyan State Corporations has seen the applications of performance management practices, but little consideration appears to have been given on their efficiency in enhancing service delivery, especially in county government in Kenya which this study addressed.

Olaopa (2011) conducted a study on strategic human resource management and organizational performance in Nigeria's manufacturing sector, an empirical investigation through a descriptive research survey design, noted that the capability of most public services in the world today effectively and efficiently carry out their administrative functions as adjudicated in global terms by the system of high-performance management and progress, this study addressed performance in the manufacturing sector in Nigeria while the role of the public sector organizations in Kenya as regards to performance management especially in county government is diverse and they have a universal obligation of providing services in the geographical areas within which they operate.

A study was carried out by Kagaari (2011) through a stratified purposive approach where the researcher sought to establish the moderating influence of organizational culture and climate in public universities in Uganda. The study explored the existence and implementation of performance management practices in public universities, and the results discovered that employees in public universities-built relationships that utilize available resources adapt to the external environment, and set goals and targets. This was made possible through planning, mobilizing resources, problem-solving, assessing performance, and adopting ICT to deliver cost-effective quality services/products. A moderating influence of organizational culture and climate on performance management practices and managed performance was also established and confirmed; however, the study did not consider performance management in county governments in Kenya, especially Lake Region economic bloc.

Kavoo-Linge and Kiruri (2013) carried out a study on the effect of placement and employee performance in small service firms in the information technology sector in Kenya; a descriptive survey noted that a well-done induction process could improve employee confidence and performance and also provide a competitive advantage in attracting and keeping good staff. However, their study was limited to the firms in the IT sector. This implies that there exists a gap in the context of county governments in Kenya. The need for efficient and effective service delivery has increased over the last decade, and the successful implementation and use of performance management initiatives have become of paramount importance in enabling organizations to enhance performance and, therefore, service delivery.

RoK (2011) noted that as a performance management initiative, performance contracting was introduced in state corporations as a strategy to tackle some of the performance problems reported in different government establishments. These problems included inadequate planning, poor management of projects, wastage of resources, in consideration of public needs, and poor service delivery. A study on the implementation of performance contracting in state corporations was done by Wesonga, Tabitha, and Muya (2012) on challenges facing the implementation of performance contracts in state corporations in Kenya; a descriptive both quantitative and qualitative data evaluated how the process must be managed through employee training and involvement. They failed to evaluate how

performance contracting as a performance management initiative can be used to enhance service delivery in state corporations, especially in county governments. Another correlated issue of concern is the operationalization of performance management initiatives in these studies; for instance, most studies are focused on the utilization of formal performance management systems, yet performance management systems can be very different in different human resource management contexts.

A study by Gichovi (2013) on the effect of performance contracting on service delivery of state corporations in Kenya adopted a case study design; noted that it might be possible that the findings may not reflect the effect of performance contracting of other similar organizations on their service delivery to their clients. It is, therefore, important that further study be carried out on other state corporations to establish whether similar situations exist. A number of studies relating to performance management in state corporations have been done; for instance, Nzuve and Kaimuri (2013) investigated the affecting Performance management in local authorities in Kenya. The study focused on how leadership, stakeholder involvement, and organizational culture affect performance management but failed to link performance management initiatives to service delivery.

Wesonga, Tabitha, and Muya (2012) did a study on the implementation of performance contracting in state corporations in Kenya, where they evaluated how the implementation process could be managed through employee training and development. They failed to relate performance contracting to service delivery, especially service delivery by County governments. A study was done by Gichovi (2013) on the effect of performance contracting on service delivery of state corporations in Kenya focused on the coffee board of Kenya and was mainly a case study and therefore this makes it important to develop this study further by looking at all state corporations in Kenya. The study also failed to evaluate the influence of performance management initiatives on service delivery by governments. Some of the issues identified from the literature reviewed are the task of demystifying the area of operationalizing and contextualizing performance management initiatives within organizations from two perspectives firstly, the effectiveness within which performance management initiatives are implemented, and secondly, the effectiveness of the initiatives that contribute towards producing the desired results in performance and more specifically in-service delivery within state corporations.

Reviewing the studies on perceived factors affecting performance management among Local authorities by Nzuve and Kaimuri (2013) where they evaluated how stakeholder involvement, leadership, and organizational culture affect performance management practices. This study did not relate performance management to service delivery. They also failed to evaluate the role of the HR function on performance management initiatives. The dimension of the moderating effect of organizational climate was also not evaluated in their study. The study by Wesonga, Tabitha, and Muya (2012) on the implementation of performance contracting in state corporations did not link performance contracting to service delivery in the state corporations.

The study by Gichovi (2013), which was a case study on the effect of performance contracting on service delivery by state corporations, cannot be generalized entirely to state corporations since it only focused on the coffee board of Kenya. This, therefore, justified this study which sought to evaluate the relationship between performance management initiatives and quality service delivery. Specifically, the study, therefore filled the gap by evaluating how performance contracting, appraisal, and target setting, as performance management initiatives, can be used to enhance service delivery in County governments since. Literature on performance management and service delivery shows a misalignment hence there is no statistically significant effect of performance management on service delivery in Lake Region Economic Bloc County Governments.

### Conceptual Framework

In this study, the independent variables were the conceptualized human resource management practices in Lake Region Economic Block County governments. The independent variable of the study was performance management and the dependent variable was Quality Service delivery. This study assessed the relationship between performance management as human resource management practice with quality service delivery in counties of the lake region economic bloc Kenya.

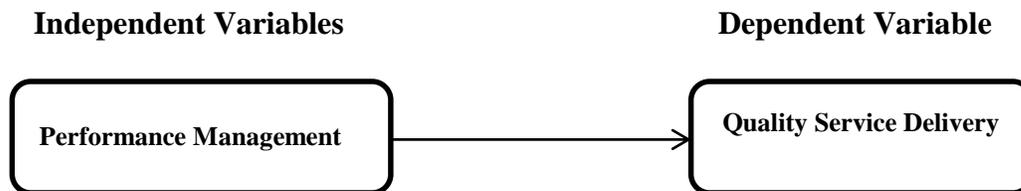


Figure 1: Conceptual Framework

## RESEARCH METHODOLOGY

### Research Philosophy

Research philosophy is an approach used to understand and also to translate facts achieved outcomes during conducting of the research (Mackenzie *et al.*, 2006, cited by Bana, 2017). According to Saunders *et al.* (2009), the research philosophy anticipates the role of the assumptions we make about the way the world works, what different philosophies are considered as being acceptable knowledge, and the role of our own values and research paradigms. In this case, the philosophy that guided this research study is positivism philosophy, as supported by Wagana (2017), who also used the same in the research study. This is a philosophy that allows the researcher to make various assumptions. Such assumptions may include operation within agreed norms and practices, as well as the idea that it is possible to distinguish between more and less conceivable claims that science may not provide all the answers

### **Research Design**

The study adopted an explanatory research design. The Explanatory research design was suitable because the study was mainly concerned with quantifying a relationship or comparing groups purposely to identify a cause-effect relationship, and this focused on explaining the effect of the study in a detailed manner. This was supported by Wagana (2017) to help identify, analyze, and describe the relationship between Hiring practices and performance management and quality service delivery in the lake region economic bloc counties.

### **Study Area**

The Lake Region Economic Bloc Counties is situated westward of Country Kenya. These Counties have a similar ecological zone, analogous cultural histories that date back to historical migrations, trading routes, and shared natural resources such as Lake Victoria, River Yala, River Nzoia, and Mt. Elgon; shared values like economic growth as a vital Development Imperative to support the ailing social sectors such as Education and Health. Lake Region Economic Bloc Counties were specifically selected for this study due to their dense population compared to other regions in Kenya. The region has approximately 12 million occupants, which is twenty-five per cent (25%) of the total country's Kenya population compared to other Regional Blocs having less than the mentioned above population, and this is a justification of why the study is to be conducted in this Bloc. The counties that constitute the Lake Region in this blueprint are Bungoma, Busia, Homa Bay, Kakamega, Kisii, Kisumu, Migori, Nyamira, Siaya, Vihiga, Kericho, Bomet, and Trans Nozia.

### **Target Population**

Tabachnick and Fidell (2013) observed that the target population refers to that reference population for which the researcher wished to draw generalizations and from which the study population is drawn. The target population for the present study was therefore included; resource officials drawn from selected departments of lake region economic bloc counties Kenya.

### **Sample Size**

The purpose of sampling is to gain an understanding about some features or attributes of the whole population based on the characteristics of the sample. Sampling involves drawing a target population for observation. It is appropriate when it is not feasible to involve the entire population under study. Using Yamane's (1972) sample size formula at a 95% confidence level,  $P = 0.5$ , the sample size of employees was three hundred and fifty six including eighty percent (80%) response rate (356) respondents,

## DATA ANALYSIS AND FINDINGS

### Performance Management

A total of 13 items were used to explore the respondent's views on the employee's perception of performance management. The overall mean response score on performance management was 3.21, and the standard deviation was 0.88. This value lies in the interval, which implies that respondents appeared to suggest that county governments are not always adopting performance management to enhance quality service delivery in County governments.

### Correlation analysis of Performance management and quality service delivery

Pearson's moment correlation was used to establish the influence of performance management and quality service delivery. There was a significant positive and weak relationship between performance management ( $r= 0.616$ ,  $p =0.000$ ) and quality service delivery, Therefore, an increase in performance management led to an improvement in quality service delivery.

**Table 1: Correlation analysis of Performance management and quality service delivery**

		Quality service delivery	Performance management
Quality service delivery	Pearson Correlation	1	.616**
	Sig. (2-tailed)		.000
Performance management	Pearson Correlation	.616**	1
	Sig. (2-tailed)	.000	

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

b. Listwise N=318

### Regression analysis on performance management and quality service delivery

A linear regression model was used to explore the effect of performance management and quality service delivery. From the model, ( $R^2 = .380$ ) indicated that performance management accounts for 38% variation in quality service delivery. The  $R^2$  represented the measure of variability in quality service delivery that performance management accounts for. The performance management predictor used in the model captured the variation in the quality of service delivery

**Model Summary on performance management and quality service delivery****Table 2: Model Summary on performance management and quality service delivery**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.616 <sup>a</sup>	.380	.378	.51195

a. Predictors: (Constant), Performance management

**Analysis of Variance in performance management and quality service delivery**

The analysis of variance was used to test whether the model could significantly fit in predicting the outcome than using the mean (Table 4.26). The regression model with performance 155 management as a predictor was significant ( $F=193.41$ ,  $p\text{-value}=0.000$ ), showing that there was a significant relationship between performance management and quality service delivery

**Table 3: Analysis of Variance in performance management and quality service delivery**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	50.689	1	50.689	193.41	.000 <sup>b</sup>
	Residual	82.820	316	.262		
	Total	133.509	317			

a. Dependent Variable: Quality service delivery

b. Predictors: (Constant), Performance management

**Performance management and quality service delivery coefficients**

In addition, the  $\beta$  coefficients for performance management as an independent variable were generated from the model in order to test the hypotheses under study. Table 4.27 shows the estimates of  $\beta$ -value and gives the contribution of the predictor to the model. The  $\beta$ -value for performance management had a positive coefficient, depicting a positive relationship with quality service delivery as summarized in the model:

**Table 4: Performance management and quality service delivery coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.314	.109		21.260	.000
	Performance management	.455	.033	.616	13.907	.000

a. Dependent Variable: Quality service delivery

From the findings, the t-test associated with  $\beta$ -values was significant, and the performance management predictor made a significant contribution to the model. The coefficients result in Table 4.27 showed that the predicted parameter in relation to the independent factor was significant ( $\beta_2 = 0.455$ ;  $P < 0.05$ ). The study hypothesized that there was no statistically significant relationship between performance management and quality service delivery. In testing this hypothesis, the performance management variable was regressed with the quality service delivery variable. The study findings depicted that there was a significant positive relationship between performance management and service delivery ( $\beta_1 = 0.455$  and  $p = 0.000$ ). Therefore, an improvement in performance management led to an increase in quality service delivery. Since the  $p < 0.05$ , the null hypothesis (**H<sub>02</sub>**) was rejected. Therefore, it was concluded that performance management had a significant relationship with quality service delivery. This showed that for every increase in performance management, there is a corresponding rise in quality service delivery. This implies that performance management has a significant positive relationship with service delivery.

The findings above is in agreement with the argument by Abdulkadir (2012) that organizations can monitor the development of desired employee attitudes and behaviours through the use of appraisal mechanisms. This agrees with Ugochukwu (2012) that performance management is the practice of optimizing the production and services of an organization which incorporates the configuration and measurement of distinct output areas for its stakeholders. Furthermore, performance management significantly drives organizational performance, individual performance, career planning, succession planning, training, and transfer and business strategy.

## DISCUSSION OF STUDY FINDINGS

### Relationship between performance management and quality service delivery

The objective of the study was to establish the relationship between performance management on quality service delivery in the Lake Region Economic Bloc County Governments. Pearson's moment correlation established that there was a significant positive and weak relationship between performance management ( $r = 0.616$ ,  $p = 0.000$ ) and quality service delivery. An increase in performance management led to an improvement in quality service delivery. From the linear regression model, ( $R^2 = 0.380$ ) performance management account for 38% variation in quality service delivery. The study findings depicted that there was a significant positive relationship between performance management and quality service delivery ( $\beta_1 = 0.455$  and  $p = 0.000$ ). Therefore, a rise in performance management led to an increase in quality service delivery. Since the  $p < 0.05$ , the null hypothesis (**H<sub>01</sub>**) was rejected. It was concluded that performance management had a significant relationship with quality service delivery. This showed that for every increase in performance management, there is a corresponding rise in quality service delivery. This implies that performance management has a significant positive relationship with service delivery.

### **Implications of Research Findings and Recommendations**

In the study, recommendations for Practice was handled. The recommendations given by the study will act as a basis for both the academicians and practitioners in Human Resource as it aid in filling the gap identified in the context of assessing the relationship between performance management practice and quality service delivery in lake region economic bloc county governments in Kenya and beyond;

### **Theoretical Implications for the study**

This study assessed the relationship between performance management and quality service delivery in Lake Region economic bloc counties Kenya, study adopted three theories as objective factor theory being the main study theory, the theory, therefore, implies that specific personal performance is paged on ownership of requisite capabilities, skills and high innate impetus. The implication of the theory is that it is important for organizations to implement Human Resource Management practices (Performance management) that promote extraordinary abilities for quality service delivery; as seen in this study that performance management, has a significant relationship to quality service delivery. That is improvements of the above study factor hence lead to improvements of quality service delivery in Organization.

### **Managerial Implications**

The contribution of management practices in the effective implantation of human resource management practices such as performance management is key to the success of the organizations. As revealed by the findings of the study that there was a significant positive relationship between performance management, with quality service delivery. The management should consider the value of human resource management practices not only as vital practices but also as one of the important determinants of organizational quality service delivery, and this can only be achieved when the County governments managements should conduct training programs for all employees to raise awareness of the performance contract objectives and to achieve the objectives set

### **CONCLUSION OF THE STUDY**

The study concluded that performance management had a significant positive relationship with service delivery.

### **Recommendation for future Research**

This study sought to assess the relationship between performance management and quality service delivery in Lake Region economic bloc county governments. Future studies should be carried out in other Economic blocks such as North Rift, Central or Coast and make a comparison with these findings. This study focused only on performance management, but future studies should look into the other human resource management practices on other Bloc, as this study only forecast in Lake Region economic bloc.

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