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**PERSONAL DEVELOPMENT PLANNING AND SERVICE DELIVERY IN COUNTY GOVERNMENTS, A CASE OF  
COUNTY GOVERNMENT OF KAKAMEGA; KENYA**

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**PERSONAL DEVELOPMENT PLANNING AND SERVICE DELIVERY IN COUNTY GOVERNMENTS, A CASE OF COUNTY GOVERNMENT OF KAKAMEGA; KENYA**

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**ABSTRACT**

*Personal development planning being an element of Performance Contract has dominated Service Delivery policy agenda in both developed and undeveloped economies for more than a decade; hence Africa as a continent has gradually adopted its own policy agenda in both private and public sector organizations. Performance contract as a measure of an outcome of an enterprise raises the comparative understanding of how companies work along with performance of any given organization; hence the elements of performance contract should be availed with proper leadership. Most of public organizations are services oriented and hence measuring the Service Delivery of such organizations is a bit complex, however, use of Performance Contract is of help to the management. Hence, the purpose of the study was to examine the effect of Personal development planning on Service Delivery in the County Government of Kakamega; Kenya. This study applied descriptive survey research design. The study used a structured questionnaire on collection of primary data from the County Government of Kakamega; Kenya. Pilot study was done on the County Government of Bungoma; Kenya, hence this enabled for testing of the reliability and validity of the research instrument. The study descriptive and inferential statistics was analyzed by use of SPSS software version 24, further; a regression equation model was developed to test the relationships between the variables. The results of the findings indicated Personal development planning influenced Service Delivery of the County Government of Kakamega; Kenya. The study recommended for County Governments to embrace the use of Personal development planning since it improves the Service Delivery. The study recommended for further studies on the same considering same variables but different methodologies*

**Key words:** *Personal development planning, Performance Contracting Leadership, Service Delivery*

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## INTRODUCTION

Professionally Service Delivery is getting services as effectively and as quickly as possible to the intended recipient and as such the whole aspect leans on the leadership. Omondi (2015) asserts organizations achieve competitive advantage by delivering value to customers as policies get formulated. Strategic capability often lies in the day-to-day activities that people undertake in organizations and develop the ability of people to recognize the relevance of what they do in terms of the strategic capability of the organization, hence, organizations create transformational leadership teams who have the policies linked; to knowledge, insight and experience to help organizations create a flexible, scalable and cost effective platform for delivering functional and business enabling processes. According Stenzel (2013), in most instances Service Delivery implies a degree of excellence on the part of the organization's leadership. Managers therefore need to understand which activities they need to undertake that are important in creating value and which ones are not. Wagana (2015) indicates that improvement in Service Delivery is also informed by the need to grow and expand services, take advantage of opportunities or merely to implement new knowledge which can come up with action plans.

In the study by Gesare, Elegwa and Kwasira (2016) on performance contracting, enhanced provision of organization services is linked to the current slogan of employees signing contracts with the employers for the sake of reflecting what one should accomplish in a given stipulated period. Juma (2015) asserts managers begin to ask the right questions, redefine the problem they are trying to solve and diagnose that problem in a new way. In organizations where performance measurement systems are already established, and resources are already devoted to providing credible performance data in a timely fashion, performance data can be used effectively to support these change efforts. Where performance measurement systems are not as institutionalized, efforts to develop useful

performance measures can support change efforts in several ways.

Muraguri and Wagoki (2016) stipulate the contractual terms as regards the performance in an organization is expressed in open terms for the employee to follow and produce accordingly hence defining performance as regards service delivery is very important as it is enlightened in many public sector organizations, hence managers begin to ask the right questions and realize that they need to do whatever they have defined well and deliver that efficiently. According to Bomett (2015), emphasis in reforming the public sector has therefore been slowly shifting in many developing countries more towards operational effectiveness, which entails doing what one, is doing better, more so with defined outcomes and appropriate benchmarks to measure the outcomes, the rampant lack of focus is brought into the open.

Omondi (2015) contemplates performance contracting as a policy and as part of performance management is a central element of new public management, which is a global movement reflecting liberation management and market-driven management. Liberation management means that public sector managers are relieved from a plethora of cumbersome and unnecessary rules and regulations, which usually hinders quick decision making in the organization. The debate in the public sector has been more complex than just increasing the effectiveness of strategic management systems and narrowing the gap between ambitious strategies and annual planning.

In the study by Igbal (2015) on service delivery and performance contracting policy on organization's performance, main concern has been to improve external accountability and increase internal efficiency and effectiveness at the same time. In particular, performance contracting is seen as a tool for improving public budgeting, promoting a better reporting system and modernizing public management while enhancing efficiency in resource use and effectiveness in service delivery. According to Mauya (2015), performance contracting policy

can be used to; inform useful deliberations among key stakeholders about why and where change is needed, to make the case for change, focus on aspects of programmatic performance likely to be affected by change, track the effects of changes to reinforce and reward employees for achievement of desired outcomes of change. According to Mauya (2015), performance contracting policy can be used to; inform useful deliberations among key stakeholders about why and where change is needed, to make the case for change, focus on aspects of programmatic performance likely to be affected by change, track the effects of changes to reinforce and reward employees for achievement of desired outcomes of change.

In Kenya, the concept of Performance Contracting policy is defined as a freely negotiated performance agreement between the Government and the respective Ministry, Department or Agency which clearly specifies the intentions, obligations and responsibilities of the two contracting parties. As such, it stipulates the results to be achieved by the contracted party and the commitments of Government as the contracting party (GoK, 2012). In the study by Muraguri and Wagoki (2016) on performance contracting, it is a freely negotiated performance agreement between the government, acting as the owner of public agency on one hand, and the management of the agency on the other hand. The performance contract specifies the mutual performance obligations, intentions and the responsibilities of the two parties. Similarly, it also addresses economic/social and other tasks to be discharged for economic or other gain. It organizes and defines tasks so that management could perform them systematically, purposefully and with reasonable probability of achievement. Gesare, Elegwa and Kwasira (2016) assert performance contracting assist in developing points of view, concepts and approaches to determine what should be done and how to go about doing it. The expected outcome of the introduction of the performance contracts includes improved service delivery, improved efficiency in resource utilization,

institutionalization of a performance oriented culture in the public service, measurement and evaluation of performance, linking rewards and sanctions.

### **Statement of the Problem**

Effectiveness of Performance Contracting Leadership in the State Corporations has been noted to be a big challenge and below the expectations and led to strained national budget without equivalent results (Prajapati, 2009; Muthaura, 2007; GOK, 2005). Leadership on Performance Planning has been implemented in most Ministries, Departments and Agencies due to benefits accrued, that is improved performance and administration. For example Ministries now set targets, draw out service charters with their clients and compare their performance with the best in the world (Messah & Kariuki, 2011). On the other side, the public is dissatisfied with Leadership on performance planning because the results do not reflect performance on the ground as perceived and received by the public. The dissatisfaction is not only limited to members of the public but also to the Ministries, Departments and Agencies who have also challenged the announced results (Commonwealth of Australia, 1997). Due to these mixed results and challenges of Personal Development Planning which is an element of Performance Contract in Kenya, Kobia and Mohammed (2006) carried out a survey among civil servants and identified the problems as lack of adequate resources to meet targets; staff had not received training in performance contracting and lack of experience with the implementation of Personal Development Planning, however, there exist mixed answers from scholars Njagi(2010) in his study on effects of Personal Development Planning at Postal Corporation of Kenya, identified reward system as the main issue. Wambua (2011) did a study on the challenges of Personal Development Planning as a tool of strategy implementation in Betting Control and Licensing Board and found out that performance measurement, monitoring and evaluation are the

main issues affecting Personal Development planning. Implementation of the Personal Development Planning in the public service aimed at revolutionizing performance in the public service (Prajapati 2009; Kobia & Mohammed 2006) though there is no proper reflection of success on using Personal Development Planning policies in the county governments; hence gives rise to a researchable gap to necessitate the study to be undertaken.

### **Objective of the Study**

To examine the effect of personal development planning on Service Delivery in the County Government of Kakamega; Kenya. The study was guided by the following hypothesis;

- $H_{01}$ : Personal development planning does not significantly affect the Service Delivery of the County Government of Kakamega; Kenya.

## **LITERATURE REVIEW**

### **Theoretical review;**

#### **Institutional Theory**

The study was guided by institutional theory developed by DiMaggio, Paul and Walter Powell. In 1983. Institutional theory is a policy making theory that emphasizes the formal and legal aspects of an institution. The institutional theory focuses on the rules and procedures established by organizations to maintain themselves and guide the behavior of staff and other stakeholders towards greater performance and performance. According to Hardina, Middleton, Montana and Simpson, (2007) institutions comprise of regulative .Structures and activities that help in providing stability and significance to social behavior so as to enhance performance. Regulations are derived from legislation, public opinions and legal decisions in the courts or through employee-employer negotiation and are often used to regulate the behavior of the organization, staff and others who interact with the institution. In some organizations, abiding by the rules becomes more significant than the actual delivery of services. Institutional theorists assert

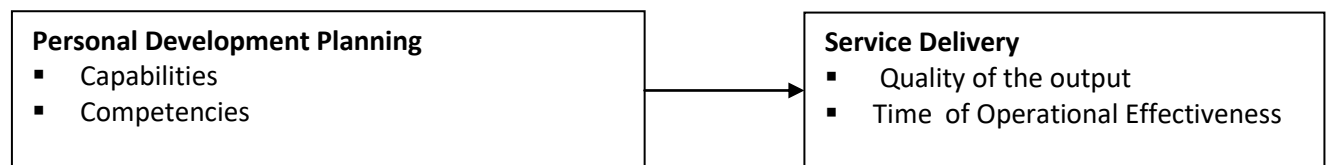
that the institutional environment can strongly manipulate the development of formal structures in an organization. Nevertheless, these formal structures of legitimacy can reduce performance and hinder performance (Hardina, Middleton, Montana, & Simpson, 2007). Scott (2001) observed that despite the level of conformity presented by the Institutional theory, the theory is quite promising because it bridges the gap between societal views and organization's actions. Performance contracting managers are more aware of social views and opinions and more willing to incorporate societal norms and expectations, rules, regulations, and requirements in their daily operations of an organization. According to Kobia and Mohammed (2006) performance contracts have been acclaimed as an effective and promising means of improving the performance of public enterprises as the theory asserts that the institutional environment strongly influences the performance of organizations in the public sector in provision of services. If the working environment is favorable to employees then services offered by an institution will be improved. Performance contracts aims at improving the working environment by incorporating employees' views and organizational goals and objectives when coming up with performance contracts. Institutional theory is relevant to this study as it outlines policy making process as helps performance contracting managers more aware of social views and opinions and more willing to incorporate societal norms and expectations, rules and regulations.

#### **Public Value Theory**

Public value theory was developed by Moore in 1995 to provide public sector managers with a larger understanding of the constraints and opportunities within which they work, and therefore the challenge to form publicly valuable outcomes. Public value theory describes the value that a corporation contributes to society. The term was originally coined by Harvard academician Mark H. Moore who saw it as the equivalent of stockholder value in public management. Public

value is meant to provide managers with a notion of how activities will contribute to the common good. Public values are those providing normative accord concerning the rights and benefits to which citizens ought to and are entitled; the obligations of citizens to society, the state and one another; and therefore the principles on that governments and policies ought to be based mostly. Public value is value for the general public (Passmore and Coats, 2008). Value for the general public may be as a result of evaluations concerning however basic desires of people, teams and therefore the society as a full and are influenced in relationships involving the general public. Public value then is additional value from the public, drawn from the expertise of the general public. The general public is an imperative operational fiction of society. Any impact on shared expertise concerning the standard of the relationship between the individual and society will be described as public value creation. Public value creation is placed in relationships between the individual and society, Effect Of Performance

Contracting On Service Delivery Of Selected County Government supported in people, brought about by subjective evaluations against basic needs, activated by and realized in emotional-motivational states, and created and reproduced in experience-intense practices (Green et al., 2012; Moore (2010), argue that Public value theory envisages a manager’s purpose as going on beyond implementation of policy and adherence to institutional norms. It includes seeking out opportunities to form vital enhancements to the lives of the public, According to constable, Passmore and Coats (2008), in contrast to private enterprise, organizations providing public services are directly responsible to citizens and their democratic representatives. The public value theory has relevancy to this study as it determines the extent to which performance contracting affects service delivery contribute to improvement of organization productivity in terms of provision of better services, organizational output, quality product and organizational sales turn over.



**Independent Variable**

**Dependent Variable**

**Figure 1: Conceptual Framework**

**Review of study variables;**

**Personal Development Planning and Service Delivery**

Organizations in general have been facing and dealing with a variety of challenges. The current labor market is characterized by a growing number of short-term contracts, a shortage of skilled workers in some industries, an ageing workforce and increasing employee mobility; hence McDowall and Fletcher formulate it (2004) assert, it is in an organization’s best interest to focus on effective staff development strategies, since companies strong on training and development may be preferred (by employees) over those offering the greatest rewards.

Leggett and Bunker (2006) assert one technique for developing individuals is through the social and motivational aspects of appraisal or review processes. They define appraisal processes in relation to the formal rating of performance, whereas the term review is used to refer to human resource practices that support employees’ professional growth or development. According to Nathan, Mohrmann, and Milliman (1991), Investment in human capital does not only serve the purpose of the attraction and retention of high quality employees, however, it is also described as a crucial strategic tool for organizations to be competitive in an environment that is characterized by ongoing innovation; hence continuous

innovation demands for continuous development of employees' expertise and flexibility towards changing circumstances since employees nowadays rarely fulfill the same job or function in the same organization for the rest of their lives.

The increasing emphasis on the strategic role of learning and development has challenged Human Resource departments to develop and implement tools that support employees in the undertaking of learning activities that contribute not only to an improved performance but also to the employee's expertise growth and flexibility. Popular techniques are multi-source or 360-degree feedback, career discussions with managers and Personal Development Plans (PDPs). However, as McDowall and Fletcher (2004) indicate, most studies to date have tended to concentrate on performance or rewards rather than Personal development Planning, perhaps reflecting the tradition- practice of retrospective assessment (Nathan, Mohrmann, & Milliman, 1991).

In general a Personal Development Planning can be described as an assessment tool embedded in a larger assessment cycle of development and appraisal interviews, used to gather and document information about the competencies the employee worked on and is planning to further develop (Van de Wiel, Szegedi, & Weggeman, 2004). Personal Development Planning has come into widespread use, not only in the fields of medicine and education, but also in business contexts and government offices (Beusaert, Segers, van der Rijt, & Gijsselaers, 2011). For example, a survey in the Netherlands among companies in the region of Limburg indicated that 89% of the companies are using Personal Development Plannings in the context of talent management (GTP, 2008).

In the UK, different authors stress the strong recommendation by the government to use Personal Development Planning in order to stimulate the continuous professional development of health service (Evans, Ali, Singleton, Nolan, & Bahrami, 2002; Bullock, Firmstone, Frame, &

Bedward, 2007). Despite the popularity of Personal Development Planning in the workplace, relatively little is known about the actual use of the tool and its impact on the employee's learning and development.

Empirical evidence on the impact or effectiveness of Personal Development Planning is limited (Austin, Marini, & Desroches, 2005; Evans, *et al.*, 2002; Zeichner & Wray, 2001). As a consequence, the implementation of the tool by Human Resource Management is accompanied by different assumptions and hypotheses. While the idea behind PDPs is that they should stimulate the employees' learning and professional development, practice shows that in many cases the opposite seems to be true. Employees perceive the tool as ineffective, part of an annual ritual dance or an alibi serving as cover-up to mask that when it comes to personal development organizations don't really care much (Leggett & Bunker, 2006; Stone, 1998; Challis, 2001).

The concept Personal Development Plan (PDP) is related to various concepts such as portfolio, (continuing professional or personal) development plan, logbook or personal professional profile. The two most commonly used terms are personal or professional development plan and portfolio assessment. With respect to the latter, different connotations can be discerned. In many literature sources, portfolio (assessment) refers to a report system that is used for organizational accountability and learning (Schmitz & Schillo, 2005). Furthermore, a portfolio is described as a record that provides evidence of acquisition of skills, knowledge, attitudes, understanding and achievements (Brown, 1995; Redman, 1994) or competencies of employees (Smith & Tillema, 1998). On the one hand it demonstrates development or 'continuing' acquisition; it is prospective (Brown, 1995, McMullan *et al.*, 2003). On the other hand a portfolio is retrospective, considering reflection takes a central place in constructing one (Brown, 1995; Snadden, Thomas, Griffin, & Hudson, 1996).

## METHODOLOGY

Descriptive research survey design was therefore used to determine an association between the conceptualized independent and dependent variables as shown in the study's conceptual model. This study targeted 120 employees of the County Government of Kakamega; Kenya. A sampling frame is a list of all the items in the population (Cooper & Schinder, (2007). That is, it is a complete list of everyone or everything you want to study or a list of things that you draw a sample from. In this study it consisted of senior officers belonging to the County Government of Kakamega; Kenya. Sample size was calculated as per Taro Yamane's proportional sampling technique formula shown as follows;

Sample

$$n = N / (1 + (e)^2)$$

Where n = Sample size

N = population under study

E = margin error (0.05)

I = constant

Therefore;

$$n = 120 / (1 + 120(0.05)^2)$$

$$n = 120 / (1 + 120(0.0025))$$

$$n = 120 / (1 + 0.3)$$

$$n = 120 / 1.3$$

$$n = 92$$

From the calculation 92 and was drawn randomly from managers of County Government of Kakamega; Kenya.

Primary data was collected by means of self-administered questionnaires. The questionnaires had structured questions. These questionnaires were structured and designed in multiple choice formats. Section one introduced the researcher, topic of research and its purpose to the respondent. Data collected from the field was coded, cleaned, tabulated and analyzed using both descriptive and inferential statistics with the aid of specialized Statistical Package for Social Sciences (SPSS).version 24 software. Descriptive statistics such as frequencies and percentages as well as measures of central tendency (means) and

dispersion (standard deviation) was used. Data was also organized into graphs and tables for easy reference. Further, inferential statistics such as regression and correlation analyses was used to determine both the nature and the strength of the relationship between the dependent and independent variables. Correlation analysis is usually used together with regression analysis to measure how well the regression line explains the variation of the dependent variable. The linear and multiple regression plus correlation analyses were based on the association between two (or more) variables. SPSS version 24 is the analysis computer software that was used to compute statistical data.

Study conceptualized Regression Model;

$$y = \beta_0 + \beta_1 X_1 + \varepsilon$$

y = Service Delivery

$\beta_0$  = Constant

$X_1$  = Personal Development Planning

$\{\beta_1\}$  = Beta coefficients

$\varepsilon$  = the error term

## FINDINGS AND DISCUSSIONS

The study involved 92 questionnaires being dispatched for data collection, 86 questionnaires were returned completely filled, representing a response rate of 94% which was good on a general understanding of the research findings to a wider population.

### Descriptive statistics: Personal Development Planning and Service Delivery

Most respondents agreed (41.9%) and strongly agreed (16.3%) that the Personal Development Planning team of the County follows the gender balance as per the Government regulations, which was also supported by 37.2% of respondents who agreed that the Personal Development Planning of the County follow gender balance of the central government, implying that it is essential for gender balancing.

More so, 45.3% of respondents agreed that the composition of the Personal Development Planning is within the strategic plan of the County; while



43.1% of respondents also agreed that the composition is regulated by the national government regulations, which means that the test of compliance is relevant to the county government performance.

Further, 36.1% of respondents agreed and strongly agreed (17.4%) that the county government understand ISO standard being key in the process of having Personal Development Planning; hence following up ISO standards implies the county picks up international processes that improves on the county's Service Delivery. Lastly, most respondents agreed (41.9%) and strongly agreed (16.3%) (Supported by the grand mean = 3.46= 4 = agree) that generally, Personal Development Planning team Composition can easily be adjusted; hence, flexibility for the better policy is encouraged.

Leggett and Bunker (2006) assert one technique for developing individuals is through the social and motivational aspects of appraisal or review processes. They define appraisal processes in relation to the formal rating of performance, whereas the term review is used to refer to human

resource practices that support employees' professional growth or development. According to Nathan, Mohrmann, and Milliman (1991), Investment in human capital does not only serve the purpose of the attraction and retention of high quality employees, however, it is also described as a crucial strategic tool for organizations to be competitive in an environment that is characterized by ongoing innovation; hence continuous innovation demands for continuous development of employees' expertise and flexibility towards changing circumstances since employees nowadays rarely fulfill the same job or function in the same organization for the rest of their lives.

### Inferential Statistics

#### Linear regression results

#### Linear influence of Personal Development Planning on Service Delivery

This tested the direct influence of Personal Development Planning on Service Delivery of the County Government of Kakamega; Kenya. The results are shown table 1.

**Table 1: Direct influence of Personal Development Planning on Service Deliver**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.753 <sup>a</sup>	.588	.562	.80708	.568	98.422	1	85	.000
ANOVA <sup>b</sup>									
Model		Sum of Squares	Df	Mean Square	F				Sig.
1	Regression	64.110	1	64.110	98.422				.000 <sup>a</sup>
	Residual	48.854	81	.651					
	Total	112.964	86						
Coefficients <sup>a</sup>									
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	T				Sig.
1	(Constant)	.824	.266		3.422				.001
	Personal Development Planning	.703	.071	.699	9.921				.000

a. Dependent Variable: Service Delivery

From table 1, the model summary shows that  $R^2 = 0.588$ ; implying that 58.8% variations in the Service Delivery of the County Government Kakamega is explained by the Personal Development Planning while other factors not in the study model accounts for 41.2% of variation in Service Delivery of the County Government of Kakamega; Kenya. Further, coefficient analysis shows that Personal Development Planning has positive significant influence on Service Delivery of the County Government of Kakamega; Kenya ( $\beta = 0.703$  (0.081); at  $p < .01$ ). This implies that a single improvement in effective Personal Development Planning will lead to 0.703 unit increase in the Service Delivery of County Government of Kakamega; Kenya. Therefore, the linear regression equation is;

$$(ii) Y = 0.824 + 0.755X_2$$

Where;

Y = Service Delivery

$X_2$  = Personal Development Planning

Study hypothesis ( $H_{02}$ ) stated that Personal Development Planning does not significantly influence Service Delivery of the County Government of Kakamega; Kenya. Linear regression results indicate that Personal Development Planning significantly influence Service Delivery of the County Government of Kakamega; Kenya ( $\beta = 0.755$  (0.103) at  $p < 0.05$ ). Hypothesis was therefore rejected.

## CONCLUSIONS AND RECOMMENDATIONS

This tested the influence of Personal Development Planning on Service Delivery of the County

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Government of Kakamega; Kenya. The study found that Personal Development Planning had an influence on Service Delivery of the County Government of Kakamega; Kenya.

The study results support earlier researches that found that Personal Development Planning is very relevant in the daily managerial aspect of the organization. Personal Development Planning takes up the idea of how the organization should be in terms of professionalism in planning.

When the organization brings on table, the function of Personal Development Planning it implies the County of Kakamega should have the right Professions that are experienced to run the plans of the organizations on that particular discussion table; including character of the professionalism, gender aspect and experience on matters concerning the County. Hence, the County Government should embrace for professional persons on performance planning for the purpose of improvement on Service Delivery.

Application of proper Personal Development Planning is relevant to improve on Service Delivery of the County Government of Kakamega; Kenya.

## Areas for further research

Similar study can be done on all County Governments using other methods but retaining similar variables as well other methods to be applied.

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