



Customers' Perception of the Effectiveness of Performance Contracting in Improving Public Service Delivery at the Kenya School of Government

Michael Ang'anyo Onyango¹, James K. Chelang'a² & Paul Opondo Abiero³

^{1,2&3}Department of History, Political Science and Public Administration, School of Arts and Social Sciences, Moi University, Kenya

Email: michaelanganyo@gmail.com; chelangajames@yahoo.com; opondopaul1@gmail.com

Abstract

Performance contracting (PC) is a management tool used to improve the efficiency and effectiveness of organizations. Depending on how organizations implement PC, customers' perception of its effectiveness may vary. The purpose of this study was to assess the efficacy of PC in improving Public Service Delivery (PSD) at Kenya School of Government (KSG). The study was informed by the problem of continued deterioration of performance in PSD in the Kenyan public service despite implementation of several strategies to address the challenges. The study was carried out at the KSG, guided by two theories: the Principal Agent theory and the New Public Management (NPM) theory. Reviewed literature was organized thematically. The study was guided by pragmatism philosophy and utilized descriptive survey research design using mixed methods approach. Using Yamane's formula, a sample of 480 was determined and respondents selected through simple random sampling. Purposive sampling was used to select all the six directors of the KSG campuses in Kenya. Data collection tools included questionnaires, interview schedules and focus group discussions. Quantitative data was analyzed using descriptive statistics and presented using tables, while qualitative data was analyzed using content analysis and presented in themes. The findings suggested varying levels of customer satisfaction averaging across various sectors, with a general trend towards satisfaction from course participants in county governments and agencies, and mixed feelings in tertiary institutions and universities. The study concluded that PC remains a pivotal tool in performance management, with its effective implementation ensuring the delivery of high-quality public services. It recommended that organizations require customer helplines or service charters which are essential for delivering support, service, advice, and information. The study underscored the fact that responding to clients' needs adds value to an organization by catalyzing staff efficiency and PSD.

Key words: *Customers' Perception, Performance Contracting, Public Service Delivery, Kenya School of Government*

1.0 Introduction

Performance Contracts are freely negotiated agreements between the government and the management of a public entity (GOK, 2010). In the office of the Prime Cabinet secretary/ Public Sector Transformation Department, performance contract is utilized to specify mutual

Email of Corresponding Author:

michaelanganyo@gmail.com

<https://journals.mu.ac.ke/index.php/edj/>

performance obligations, intentions and responsibilities of the two parties (GOK, 2012) with each performance contract quite clearly specifying the intentions and obligations, as well as responsibilities and powers of the contracting parties. It is therefore a performance management tool for ensuring accountability for results by public officials, because it measures the extent to which they achieve targeted results.

1.1 Kenya School of Government and performance contracting

Kenya is currently implementing the Third Medium Term Plan (MTPIII, 2018-2022) which is aligned to the Big Four initiative. To facilitate the implementation of MTPIII (2018- 2022), KSG has developed its strategic plan (July 2018 – June 2023). The strategic plan outlines four Key Results Areas (KRAs): Financial growth and sustainability, capacity building of the public service, consultancy, research and advisory services, and institutional transformation and positioning. To implement the strategic plan, the management of KSG is committed to annual work plans. However, without an effective vehicle that would drive implementation of the work plans, delivering the intended results seems to be a mirage. There is a gap between the annual work plans and delivery of intended results. The begging question is how to authoritatively allocate resources and determine who does what, how, when and where, in order to deliver the intended results. It is against this background that performance contracting was introduced at KSG as the driver of strategic results.

1.2 Statement of the problem

This study sought to evaluate customers' perceptions of the effectiveness of performance contracting at KSG. There is a need to explore whether these contracts have successfully translated into enhanced service delivery from the customers' viewpoint, which is crucial for assessing the true impact of these reforms. Previous research has indicated that while performance contracting is favored in theory, practical challenges in implementation may dilute its potential benefits (Nyongesa, 2023). By focusing on customer perceptions, this study aims to provide a comprehensive analysis of the efficacy of performance contracting in a public service context, thereby informing policy decisions and potential areas for improvement. This statement of the problem sets the foundation for a detailed investigation into how performance contracting is perceived by those it aims to serve, providing a vital perspective on its practical impact in Kenyan public sector management.

The Government of Kenya is commitment to improvement of performance, corporate governance and management through the introduction of performance contracts. According to Hope (2012), the key objective of this initiative is to continuously measure performance against agreed performance indicators. The initiative is intended to guide behavior towards attainment of results, ensure accountability in the use of public resources and increase efficiency and effectiveness in public service delivery. However, according to Onyango, et al, (2020), performance in the Kenyan public sector has been on the decline and not meeting public expectation. Ang'anyo and Mbatha (2019) posit that, the delivery of results to citizens continues

Email of Corresponding Author:

michaelanganyo@gmail.com

<https://journals.mu.ac.ke/index.php/edj/>

to be constrained by public officers who are confronted with multiple principals and goals that are often conflicting. These challenges have continued to negate the principle of accountability for results espoused in performance contract policy, which is a Result Based Management (RBM) strategy. The results have thus been varied and the most sought transformation in public service delivery has remained a mirage in the public sector and Kenya School of Government (KSG) is not an exception.

The strategic plan for KSG outlines the strategic results/Key Results Areas (KRAs) that ought to be delivered to the citizens/clients to maximize long-term value. However, a strategy is irrelevant if you cannot implement it. There is a gap between KSG's strategic plans and the strategic results/KRAs. The need for a 'vehicle' that could be used to bridge the gap and effectively drive the strategic results/KRAs cannot be understated. There is a dearth of research studies on effectiveness of performance contract as the vehicle that drives strategic results. Similarly, most studies seem not to approach performance contract from the perspective of performance dimensions (criteria categories), whose effect on public service delivery need to be analyzed. This study is among the few studies on performance contract to provide an insight on improving public service delivery.

1.3 Study objective

The objective of the study was to evaluate customers' perception of the effectiveness of performance contracting in improving public service delivery at the Kenya school of Government (KSG).

1.4 Research question

The study's research question was: What is the customers' perception on the effectiveness of performance contracting in improving public service delivery at Kenya School of Government (KSG)?

2.0 Literature Review

2.1 Customer perception

Customer perception refers to how customers view certain products and services based on their own conclusion (Thiruvengatraj & Ventrivel, 2017). These conclusions are derived from a number of factors ranging from the cost of consuming a product or service to an overall customer experience with an organization's products and services. Thiruvengatraj and Ventrivel (2017) also explain that customer perception refers to the process by which a customer selects, organizes and interprets information/stimuli inputs to create a meaningful picture of the brand, product or service. They identify a variety of factors influencing consumer perception, for instance, they posit that besides the actual outcomes – such as, did the product or service deliver the expected function and did it fulfil the customer need.

Email of Corresponding Author:

michaelanganyo@gmail.com

<https://journals.mu.ac.ke/index.php/edj/>

It is against this background that in the Republic of Kenya (2016), the Public Service Commission (PSC) is constitutionally obligated to evaluate and report to the president and parliament on the extent to which the public service complies with the national values and principles of governance of Article 10, and the public service values and principles of Article 232. The 2015/2016 customer satisfaction baseline (evaluation) report was the fourth in the PSC's series, and presented an objective assessment of how government ministries, departments and agencies (MDAs) have promoted the values and principles. It is worth noting that previous reports had shown progressive gains by public institutions on values and principles such as; high standards of professional ethics, and efficient, effective and economic use of resources amidst varying challenges faced, and recommended measures towards greater entrenchment of the same in the public service (Republic of Kenya, 2016). The 2015/2016 report assessed the successes of the measures taken, progress achieved and impediments in the realization of values and principles of public service.

2.2 Theoretical framework

The Principal-Agent theory and the New Public Management (NPM) theory were the two complementing theories used in the study. Larbi (2010) claims that NPM is a collection of changes meant to improve and restructure public sector operations in order to increase resource efficiency and competitiveness as well as service delivery. According to Ssengooba (2010), the Principal-Agent Theory—which is based on the idea that both the principal and the agent aim to maximize their own benefits—is the foundation for performance contracting.

3.0 Materials and methods

The study was guided by pragmatism philosophy and utilized descriptive survey research design. It was conducted at the Kenya School of Government (KSG), a state corporation created by Act No. 9 of 2012, a piece of legislation. The study's target group was 1200 people made up of 631 citizens and clients who were consuming KSG services as well as 569 employees who were working as KSG service providers. The total sample size was 480 respondents, comprising 235 KSG staff, 198 course participants and 47 suppliers of KSG. This consisted of samples drawn from the three different categories of respondents based on their interaction with public service delivery at KSG. The sample size for each category of respondents was determined using Yamane's formula (Yamane, 1967).

Interviews schedules and self-administered questionnaires were used to collect data. Data was also gathered from the various respondent categories through Focus Group Discussions (FGDs). Interviews were held with the course participants, as well as with the corresponding Head of Departments (HODs) and Chief Officers (COs), and suppliers of products and services to KSG. The study used techniques for both quantitative and qualitative data analysis, including inferential statistical analysis and descriptive statistical analysis. Quantitative data was analyzed using descriptive statistics and presented using tables, charts and figures, while qualitative data was analyzed using content analysis, and presented in themes.

Email of Corresponding Author:

michaelanganyo@gmail.com

<https://journals.mu.ac.ke/index.php/edj/>

4.0 Results and discussion

4.1 Demographics of the respondents

According to the gender breakdown of the workforce, women made up 54.0% of the workforce while men made up 46.0%. The titles and participation of respondents were also made clear by the poll. It was discovered that 20.4% were Heads of Sections (HOS), 14.0% were Heads of Departments (HODs), and 31.5% were lecturers. Regarding their function within Performance Contracting (PC), the majority, or 50.2%, belonged to categories other than Chairpersons (6.8%) and Committee Members (43.0%). In addition, there were more men (58.7%) than women (41.3%) among the course participants. Of them, a startling 94.1% pursued the Strategic Management Course (SMC), with the remaining 5.9% pursuing the SDLP. Finally, concerning suppliers, food was provided by (40.0%), then cleaning and sanitation (30.0%), stationary (15.0%), and hardware suppliers.

4.2 Evaluation of customers' perception on performance contract's effectiveness

The survey on the perception of staff adherence to professional ethics across various sectors revealed significant differences in satisfaction levels. In the county government sector, no one reported being very satisfied. A minority (20.2%) was somewhat satisfied, 17.9% were neutral, while a significant majority (59.5%) expressed being somewhat dissatisfied and 2.4% were very dissatisfied. In contrast, the tertiary sector showed a more positive trend with 7.1% being very satisfied, more than half (53.6%) somewhat satisfied, and 39.3% neither satisfied nor dissatisfied, with no reports of dissatisfaction. University staff responses indicated that no one was very satisfied, but a majority (63.2%) was somewhat satisfied, a notable portion (26.3%) was neutral, and a smaller fraction (10.5%) was somewhat dissatisfied. Agency staff showed 44.4% being somewhat satisfied, an equal percentage neither satisfied nor dissatisfied, and a smaller group (11.1%) somewhat dissatisfied. Notably, there were no instances of very high satisfaction or dissatisfaction in agencies and universities, highlighting a trend towards moderate perceptions of adherence to professional ethics in these sectors.

Table 4.1: Course Participants’ perception of staff adherence to professional ethics

Category	VD		SD		NSD		SS		VS		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
County government	6	2.4	154	59.5	46	17.9	52	20.2	0	0.0	259	100
Tertiary	0	0.0	0	0.0	34	39.3	46	53.6	6	7.1	86	100
Universities	0	0.0	6	10.5	15	26.3	37	63.2	0	0.0	58	100
Ministries	3	3.8	9	11.5	31	38.5	31	38.5	6	7.7	80	100
Agencies	0	0.0	3	11.1	12	44.4	12	44.4	0	0.0	28	100
Total	10	2.0	88	34.0	70	27.2	88	34.0	7	2.7	511	100

Key: VD-Very dissatisfied; SD-Somewhat dissatisfied; NSD-Neither satisfied nor dissatisfied; SS-Somewhat satisfied; VS-Very satisfied

Source: Researcher’s field data, (2020)

These results indicate a general trend of satisfaction or neutrality regarding adherence to professional ethics across these sectors. Interview with Director General (DG) of Kenya School of government (KSG), revealed that although the conduct of the staff was professional there were few cases of corrupt staff. The reasons explained by the DG of KSG for unethical behavior were: In order to keep in good standing with their managers and keep their jobs, employees may make unethical decisions, lack of training on ethics because the organizations make the mistake of assuming their employees understand which behaviors are unethical and instances of unethical behavior stemming from the examples set by the employees’ supervisors.

4.3 Clients’ perception on staff response to inquiries

In county government, a majority, 142 (54.8%), were very satisfied, while 49 (19.0%) were somewhat dissatisfied. Additionally, 62 (23.8%) were neutral, 6 (2.4%) were somewhat dissatisfied, and none were very dissatisfied. In tertiary institutions, no respondents were very satisfied, 49 (57.1%) were somewhat satisfied, 34 (39.3%) were neutral, and 3 (3.6%) were somewhat dissatisfied. At universities, no one was very satisfied, 37(63.2%) were somewhat satisfied, 18(31.6%) were neutral, and 3(5.3%) were somewhat dissatisfied. In agencies, no respondents were very satisfied, but a high majority, 25(88.9%), were somewhat satisfied, and 3(11.1%) were somewhat dissatisfied (Table 4.2).

Email of Corresponding Author:

michaelanganyo@gmail.com

<https://journals.mu.ac.ke/index.php/edj/>

Table 4.2: Clients’ perception of staff response to inquiries

Category	VD		SD		NSD		SS		VS		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
County government	0	0.0	6	2.4	62	23.8	49	19.0	142	54.8	259	100
Tertiary	0	0.0	3	3.6	34	39.3	49	57.1	0	0.0	86	100
Universities	0	0.0	3	5.3	18	31.6	37	63.2	0	0.0	58	100
Ministries	0	0.0	6	7.7	0	0.0	74	92.3	0	0.0	80	100
Agencies	0	0.0	3	11.1	0	0.0	25	88.9	0	0.0	28	100
Total	0	0.0	21	4.1	114	22.4	233	45.6	0	0.0	511	100

Key: VD-Very dissatisfied; SD-Somewhat dissatisfied; NSD-Neither satisfied nor dissatisfied; SS-Somewhat satisfied; VS-Very satisfied

Source: Researcher’s field data, (2020)

The findings suggest varying levels of satisfaction with responses to inquiries across these sectors, with a general trend towards satisfaction in county governments and agencies, and mixed feelings in tertiary institutions and universities. In response to inquiries, the study findings found out that many of the respondents indicated that they were somewhat satisfied, while the minority felt that it was somewhat satisfying. Therefore, the study concluded that staff response to inquiries was somewhat satisfying. Analysis on the responses from the various categories of the clients’ (course) indicated that from the county government sub-sector the majority of respondents believed that staff responses to inquiries was very satisfying, while from the tertiary and universities sub-sector the majority believed it was somewhat dissatisfying. The employees from the ministries and agencies who were pursuing management courses believed that responses to inquiries was somewhat satisfying. Interviews with KSG campus directors disclosed that their clients reported few cases of non-responses to inquiries, especially within the participants taking the Senior Management Course (SMC). In cases where there were no responses to inquiries made, the directors indicated that there was lack of motivation on the part of the employees. One of the directors cited cases where an employee said;

“I didn’t have time; I just have too many other things on my plate right now”.

During an interview with the KSG Director General (DG), he expounded on the dynamic nature of the school and therefore why constant research is required in order for the ministry to guide

Email of Corresponding Author:

michaelanganyo@gmail.com

<https://journals.mu.ac.ke/index.php/edj/>

them effectively on effective provision of services. Maintaining the status quo and not being innovative would explain why their clients' issues may not be addressed as immediately as they would have preferred. The findings tally with research by University of Michigan (2014), where it was observed that organizations need mechanisms to respond to inquiries or requests for help from existing and potential customers because it has an impact on public service delivery. Organizations require customer helplines or service charters which are essential for delivering support, service, advice, and information. The study underscored the fact that responding to clients' needs adds value to an organization by catalyzing staff efficiency and public service delivery.

4.4 Rating of Kenya School of Government (KSG) services

The responses regarding the rating of KSG services showcased a distribution across three main categories of satisfaction. Half of the respondents, totaling 60 individuals, rated the services as 'fair', indicating a moderate level of satisfaction where there is room for improvement. This suggests that while some aspects of the services met the respondents' expectations, there are areas that could benefit from enhancement to fully satisfy the clientele. A quarter of the respondents, amounting to 30 individuals, gave a rating of 'good', reflecting a higher level of satisfaction and implying that the services provided met many of their needs and expectations effectively.

4.5 Customers' perception on overall quality of services provided at Kenya School of Government (KSG)

Another 30 respondents rated the services as 'Excellent', also constituting 25.0% of the total feedback. This rating denotes a high level of satisfaction, suggesting that these respondents found the services to be of superior quality, exceeding their expectations. The distribution of ratings reveals a varied perception of KSG's services, with a significant proportion of the feedback indicating a positive experience, though there is a notable call for improvements to achieve higher satisfaction levels across the board. In a survey examining the perceptions of various categories of staff on their response to inquiries, distinct trends were observed across different organizations. Within the county government, no respondents reported being very satisfied. A quarter (25.0%) was somewhat satisfied, the majority (46.4%) were neither satisfied nor dissatisfied, and a significant portion (28.6%) were somewhat dissatisfied. In tertiary institutions, the majority (57.1%) were somewhat satisfied and the rest (42.9%) were neutral, with no dissatisfaction reported (Table 4.3). At universities, a high percentage (84.2%) were somewhat satisfied and the remainder (15.8%) neutral.

Table 4.3: Customers’ perception of overall quality of services provided at Kenya School of Government

Category	VD		SD		NSD		SS		VS		Total	
	F	%	F	%	F	%	F	%	F	%	F	%
County government	0	0.0	74	28.6	120	46.4	65	25.0	0	0.0	259	100
Tertiary Universities	0	0.0	37	42.9	49	57.1	0	0.0	0	0.0	86	100
Ministries	0	0.0	9	15.8	49	84.2	0	0.0	0	0.0	58	100
Agencies	0	0.0	6	7.7	62	76.9	12	15.0	0	0.0	80	100
Agencies	0	0.0	3	11.1	6	22.2	19	66.7	0	0.0	28	100
Total	0	0.0	129	25.2	285	55.8	97	19.0	0	0.0	511	100

Key: VD-Very dissatisfied; SD-Somewhat dissatisfied; NSD-Neither satisfied nor dissatisfied; SS-Somewhat satisfied; VS-Very satisfied

Source: Researcher’s field data, (2020)

Agencies showed a majority (66.7%) somewhat satisfied, a minority (22.2%) neutral, and a smaller group (11.1%) somewhat dissatisfied (Table 4.3). Notably, in all categories, there were no responses indicating very high satisfaction or very high dissatisfaction. On quality of overall services provided by the school which include staff training, registration of course participants, majority of the respondents felt that they are neither satisfied nor dissatisfied, although they were somewhat satisfied in some services than others. Analysis on the responses from the various categories of the public service employees indicated that from the tertiary colleges were the majority of the respondents who overall said they were neither satisfied nor dissatisfied with public service delivery, while from the county government the majority said they were neither satisfied nor dissatisfied. Kenya National Bureau of Statistics (KNBS), (2010) indicates that training public service employees will have the potential to spur economic growth.

The interviews with campus directors of KSG exposed that they were not able to adequately provide quality services because they were constrained by resources. In spite of the constraints one of the directors explained that the curriculum for the capacity building courses at the KSG is one of the best because it enables the public service employees to provide service to the best standards and contribute effectively to the development of the country. To enhance the provision

Email of Corresponding Author:
michaelanganyo@gmail.com
<https://journals.mu.ac.ke/index.php/edj/>

of quality services to the public, several strategies were identified as effective: Political leadership and collaboration with stakeholders are essential for driving reforms and overcoming resistance (World Bank Quality Assurance Group, 2009).

4.6 Customer satisfaction survey

The customer satisfaction survey revealed exceptional satisfaction with the admission process, as 90.6% of respondents agreed it exceeded their expectations, and there was no disagreement noted in this area. However, perceptions of catering services were more varied, with 50.4% in agreement that these services exceeded expectations, while a notable 42.7% remained neutral and 6.1% disagreed. Accommodation services received a similar response, with 49.2% agreeing that their expectations were met, 46.8% remaining neutral, and 4.0% expressing dissatisfaction.

Table 4. 4: Performance of roles, mandate and auxiliary services

Experience with KSG services	A	N	D
	%	%	%
Security of the School is up the required standard	77.8	21.4	0.7
KSG customer service (how you were received, how you were attended to, response to your inquiries etc.) met your expectation	89.2	10.1	0.7
KSG admission process exceeded your expectations	90.6	9.4	0.0
Catering services exceeded your expectations	50.4	42.7	6.1
Accommodation services met your expectations	49.2	46.8	4.0
Class/live sessions exceeded your expectations	88.6	9.4	2.0
Library services/e-learning materials exceeded your expectations	56.8	38.8	4.3
KSG Transport services met your expectations	40.3	51.9	7.8
KSG telephone/communication services are up to standard	69.1	28.2	2.7
ICT usage and application in the school is satisfactory	75.9	20.0	4.1
Accounts and Finance services exceeded your expectations	71.2	26.8	2.0
KSG grounds and lawns are well kept	60.9	38.3	0.8

Key: A- Agreement; N- Neutral; D - Disagreement

Source: Researcher’s field data, (2020)

Class or live sessions were well-received, with a high agreement rate of 88.6%, and only 2.0% disagreed. Library services and e-learning materials also saw a majority positive response, with 56.8% in agreement and 4.3% disagreeing. In contrast, KSG transport services received a more

Email of Corresponding Author:

michaelanganyo@gmail.com

<https://journals.mu.ac.ke/index.php/edj/>

lukewarm response, with only 40.3% in agreement and a majority 51.9% neutral, while 7.8% disagreed. The application of ICT in the school was viewed favorably, with 75.9% agreeing it was satisfactory, though 4.1% disagreed. Accounts and finance services also saw a high satisfaction rate, with 71.2% agreeing that these services exceeded their expectations and only 2.0% disagreeing. Lastly, the maintenance of grounds and lawns was positively viewed by 60.9% of respondents, with a small 0.8% in disagreement. Overall, the survey indicated strong satisfaction in several key areas of KSG services, with areas like the admission process and class sessions receiving particularly high praise. However, there were areas like catering, accommodation, and transport services where opinions were more divided, indicating potential areas for further attention and improvement. Asked if they would recommend a friend or colleague to KSG, there was an overwhelming 97.3% affirmation.

4.7 Customer satisfaction baseline survey recommendations

The 2015/16 customer satisfaction baseline survey report fulfilled the constitutional requirement for the Public Service Commission to produce an annual report on compliance with the values and principles of governance as well as the values and principles of the public. The 2016 report built on earlier monitoring and evaluation initiatives, to arrive at a framework that produced quality data with which to evaluate the entire public service's compliance with values and principles of Articles 10 and 232 of the Constitution (Republic of Kenya, 2016).

The effective implementation of the recommendations proposed in this report would enable the country to improve public service delivery in the various sectors of the economy while ensuring sustainable development. The researcher collected data from KSG staff (service providers) on: respondents' awareness of the 2015/16 customer satisfaction baseline survey recommendations; implementation of the 2015/16 customer satisfaction baseline survey recommendations, and; the effect of implementation of the 2015/16 customer satisfaction baseline survey recommendations on public service delivery at KSG.

4.8 Awareness of the 2015/16 customer satisfaction baseline survey recommendations

The KSG staff category of respondents were asked if they were aware of the 2015/16 customer satisfaction baseline survey recommendations. This would inform the researcher on the extent to which the respondents could be able to identify whether customer satisfaction was being achieved. The results were as presented on Table 4.5.

Table 4.5: Respondents' awareness of the 2015/16 customer satisfaction baseline survey recommendations

Responses	Frequency	Per cent
Yes	28	11.9
No	152	64.7

Email of Corresponding Author:
michaelanganyo@gmail.com
<https://journals.mu.ac.ke/index.php/edj/>

Not sure	55	23.4
Total	235	100.0

Source: The researcher’s field data, (2020)

As presented in Table 4.5 the majority, 64.7% (152) of the respondents were not aware of the 2015/16 customer satisfaction baseline survey recommendations. There were 23.4% (55) of the respondents who were not sure whether they were aware of the 2015/16 customer satisfaction baseline survey recommendations or not. Only 11.9% (28) of the respondents were aware. This indicated that the document containing the 2015/16 customer satisfaction baseline survey recommendation was not effectively publicized. This further meant that the implementation or lack of implementation of the recommendations could also escape the attention of the public. Most of the KSG staff who were unaware of the recommendations could also fail to come up with a comprehensive plan of implementation of the recommendations. However, the few respondents who were aware of the 2015/16 customer satisfaction baseline survey recommendations argued that;

...it is not difficult to imagine the contents of this document since whatever one would recommend for the attainment of customer satisfaction is likely to be part of the recommendations contained in the document.

This means that whatever undertakings by KSG staff which were viewed as positive steps towards reforming KSG to achieve improved public service delivery, were considered to be in line with the recommendations contained in the 2015/16 customer satisfaction baseline survey.

4.9 Implementation of the 2015/16 customer satisfaction baseline survey recommendations by KSG staff

The respondents were asked whether they agreed that KSG had implemented the 2015/16 customer satisfaction baseline survey recommendations. This informed the researcher on whether implementation of the 2015/16 customer satisfaction baseline survey recommendations has an effect on public service delivery by KSG staff. The responses were as presented on Table 4.6.

Table 4.6: Kenya School of Government (KSG) has implemented the 2015/16 customer satisfaction baseline survey recommendations

Responses	Frequency	Per cent
Strongly agree	19	8.1
Agree	25	10.6
Undecided	66	28.1

Email of Corresponding Author:
michaelanganyo@gmail.com
<https://journals.mu.ac.ke/index.php/edj/>

Disagree	85	36.2
Strongly disagree	40	17.0
Total	235	100.0

Source: The researcher’s field data, (2020)

As presented in Table 4.6, 10.6% (25) of the respondents and 8.1% (19) agreed and strongly agreed respectively that Kenya School of Government (KSG) had implemented the 2015/16 customer satisfaction baseline survey recommendations. There were 36.2% (85) of the respondents and 17.0% (40) who disagreed and strongly disagreed respectively that KSG had implemented the 2015/16 customer satisfaction baseline survey recommendations. Of the respondents, 28.1% (66) were undecided. Despite the fact that most of the respondents were unaware of the 2015/16 customer satisfaction baseline survey recommendations, most of them disagreed on whether KSG staff had implemented the recommendations.

This indicated that the public is not satisfied with the efforts made by KSG to improve on public service delivery to the public. This meant that there is higher expectation from the public regarding a reformed KSG than what has already been put in place. However, the few respondents who agreed that KSG staff had implemented the 2015/16 customer satisfaction baseline survey recommendations argued that: ‘...alot has been done to reform the school’. This group of respondents, most of whom were not privy to the contents of the 2015/16 customer satisfaction baseline survey document, tended to imagine that the efforts made by KSG to improve public service delivery could be part of the recommendations.

4.10 The effect of implementation of the 2015/16 customer satisfaction baseline survey recommendations on public service delivery at KSG

The respondents were asked whether they agreed that implementation of the 2015/16 customer satisfaction baseline survey recommendations had an effect on public service delivery at KSG. The responses were as presented on Table 4.7.

Table 4.7: Implementation of the 2015/16 customer satisfaction baseline survey recommendations have effect on public service delivery at KSG

Responses	Frequency	Per cent
Strongly agree	71	30.2
Agree	138	58.7
Undecided	20	8.5

Email of Corresponding Author:
michaelanganyo@gmail.com
<https://journals.mu.ac.ke/index.php/edj/>

Disagree	3	1.3
Strongly disagree	3	1.3
Total	235	100.0

Source: The researcher’s field data, (2020)

As presented in Table 4.7, 58.7% (138) of the respondents and 30.2% (71) agreed and strongly agreed respectively that implementation of the 2015/16 customer satisfaction baseline survey recommendations had effect on public service delivery at KSG. There were 1.3% (3) of the respondents who disagreed and another 1.3% (3) who strongly disagreed. The remaining 8.5% (20) of the respondents were undecided. This indicated that the public appreciated the effect of the recent reforms at KSG on public service delivery. These reforms were generally believed to be a result of the implementation of recommendations made after a survey. Hence most respondents associated these reforms with the 2015/16 customer satisfaction baseline survey recommendations. There were a few respondents who disagreed with the fact that implementation of the 2015/16 customer satisfaction baseline survey recommendations had an effect on public service delivery at KSG. They argued that: ‘...the said document has been kept away from public scrutiny and only a few KSG staff have been allowed limited access to its contents’. The begging question is how one could acknowledge the implementation of the 2015/16 customer satisfaction baseline survey recommendations and even recognize the effect of their implementation on public service delivery at KSG.

5.0 Conclusions and recommendations

The findings suggest varying levels of satisfaction with responses to inquiries across these sectors, with a general trend towards satisfaction in county governments and agencies, and mixed feelings in tertiary institutions and universities. The study concluded that staff response to inquiries was somewhat satisfying. Organizations need to solve these strategic problems if PCs are to live up to the hype and realize their full potential. To increase performance contracts' ability to help organizations achieve their strategic objectives, they must concentrate on raising the caliber and efficacy of these elements.

One strategy to improve service delivery is performance contracting (PC). Institutions should, however, concentrate on fostering collaboration between PC and other quality systems like International Organization for Standardization (ISO). Despite its benefits, several challenges are associated with PC. Organizations must skillfully address these issues and adopt best practices to fully realize the potential of performance contracts. Proper implementation of these contracts can lead to increased customer satisfaction, positively influencing customers' perceptions.

Acknowledgement

Prof. Kenneth O. Oluoch (may his soul rest in peace), is acknowledged for the patience and rigor with which he
 Email of Corresponding Author:
michaelanganyo@gmail.com
<https://journals.mu.ac.ke/index.php/edj/>

undertook to go through the thesis drafts with due diligence thus contributing to the conceptualization of this article. Thanks for the invaluable and constructive suggestions and comments that shaped the authors' thought process during the forethought and formulation of the thesis from which this article was shaped. Much gratitude goes to the Moi University fraternity – particularly the Department of History, Political Science and Public Administration, for the enabling academic environment. The School of Education, Moi University is also acknowledged for establishing the Educator Journal that has provided a platform to publish this article. Sincere appreciation goes to the Kenya School of Government (KSG) for allowing access to important documents without which it would have been extremely difficult to come up with this article. The inspiration provided by Dr. Leiro Letangule, former Director, KSG and current CEO, Kenya Water Institute shall forever be recognized; his backbone served as a launching pad for this intellectual pursuit.

Conflict of Interest

The authors declare no conflict of interest.

References

- AAPAM. (2005). *The Enabling State and the Role of the Public Service in Wealth Creation; Problems and Strategies for Development in Africa*. The report of the 26th Roundtable Conference of the African Association for Public Administration and Management Mombasa, Kenya.
- Ang'anyo, M. & Mbatha, J. (2019). Impact of Performance Contracting on Public Service Delivery in the National Government Administration in Kenya: Case of Eldoret West Sub-County. *Journal of Public Administration and Governance* ISSN 2161- 7104 2019, Vol. 9, No. 2, pp. 300 – 324.
- Bouckaert, G. et'al. (1999). Public Sector Performance Contracting in Belgium and Flanders: Re-inventing the Citizen in a Context of Governance: Alternative European Models. EGPA Conference. Paris 14-17 September 1998. *Paris Public Management Committee: OECD*.
- Economic Commission for Africa., (2010): *Innovations and best practices in public sector reforms; The case of Civil Service in Ghana, Kenya, Nigeria and South Africa* <https://repository.uneca.org>
- GOK. (2010). *Public Sector Transformation Strategy: From Reform to Transformation 2010-14*. Office of the Prime Minister/ Public Sector Transformation Department Nairobi: OPM/PSTD.
- GOK. (2012). *Report on Evaluation of the Performance of Public Agencies for the Financial Year 2010/2011*. Nairobi: OPM/PCD.
- Grapinet, G. (1999). *Public Sector Performance Contracting in France: A Case Study of Performance contracting and the Management of Local Services of the Directorate General for Taxes*. Paris: OECD.
- Hope, K. R., Sr. (2012). Managing the public sector in Kenya: Reform and transformation for improved performance. *Journal of Public Administration and Governance*, 2(4). Retrieved from <http://dx.doi.org/10.5296/jpag.v2i4.2751>
- Kenya National Bureau of Statistics (KNBS). (2010). *The 2009 Kenya Population and Housing Census; "Counting Our People for the Implementation of Vision 2030"*. VOLUME IC Population Distribution by Age, Sex and Administrative Units, August, 2010.
- Kernaghan, K. and Siegel (1999). D. *Public Administration in Canada*. ITP Nelson.
- Email of Corresponding Author:
michaelanganyo@gmail.com
<https://journals.mu.ac.ke/index.php/edj/>

- Larbi, G. (2010). Performance contracting in practice: Experience and lessons learnt from the water sector in Ghana. *Public Management Review*. 3:3, 305-324, DOI: 10.1080/14616670110044018 Retrieved from <http://www.tandfonline.com/loi/rpxm20>
- Nyongesa, W. J. (2023). The Effect of Performance Contracting on Public Service. *African Journal of Integrated Management Studies*, 5(1). Retrieved from <https://journals.co.za/doi/full/10.51415/ajims.v5i1.1220>
- Onyango, M. A., Sitienei, S.K. (Ed.) and Ndege, P. O. (Ed.). (2020). Performance Contracting and Service Delivery: Influence on National Government Administration in Kenya. *LAMBERT Academic Publishing (LAP)* ISSN 978-620-0-50067-0. 17 MeldrumStreet, Beau Basson 71504, Mauritius.
- Republic of Kenya. (2016). *Guidelines for Implementation of Performance Rewards and Sanctions in the Public Service*. Public Service Commission. December, 2016.
- Ssengooba, F. P. (2010). Performance-based contracting; case study for non-profit hospitals in Uganda. PhD thesis, London School of Hygiene and Tropical Medicine. DOI: <https://doi.org/10.17037/PUBS.00682436>
- Thiruvengatraj, T. R. & Ventrivel, S. (2017). A Study on Customer Perception. *International Journal for Research Trends and Innovation (IJRTI)* Volume 2. Issue 5 2017ISSN: 2456-3315. www.ijrti.org
- World Bank Quality Assurance Group. (2009). *Governance and Anticorruption in Lending Operations. A Benchmarking and Learning Review*. Washington D.C.: World Bank.
- Yamane, T. (1967). *Statistics: An Introductory Analysis*. 2nd Edition, Harper and Row, New York.

About the authors

Michael Ang'anyo Onyango is a PhD candidate in the Department of History, Political Science and Public Administration at Moi University. He was formerly an Assistant Chief, Assistant County Commissioner and Acting Deputy County Commissioner in the Kenyan National Government Administration before joining Kenya School of Government (KSG) as a Senior Lecturer. Currently he is a Senior Principal Academic Registrar at Kenya Water Institute. He has a Master of Arts degree in Public Administration and Policy. He holds Certificates in Strategic Leadership Development Programme and Senior Management Course from the KSG. His research interests include International Politics/Economy, Governance, Public Administration and Public Policy, Public Sector Reforms, Performance Management, Transformative Leadership, Organizational Culture and Change Management.

Dr. James Kiprop Chelang'a is a Senior Lecturer in the Department of History, Political Science and Public Administration at Moi University. He was formerly the Head of the Department of Government and Public Administration and also former Head of the Department of Natural Resources at Moi University. He is currently the Chairman of the Centre of Public Sector Reforms. He has a PhD degree in Environmental Studies (Human Ecology). His research interests include Public Administration/ Human Resource Management, Public Policy, Resource Conflicts and Conflict Resolution/ Peace Management studies, Diplomacy and Global Environmental Politics and policy. Some of his research publications are found in Google Scholar Link: <https://scholar.google.com/citations?user=R0QLY7QAAAAJ&hl=en&oi=ao>

Dr. Paul Abiero Opondo is the former Head of Department of History and Political Science at Moi University. He holds a B.Ed. degree (1991) and M.Phil. (1997) degree in African History from Moi University. He has a PhD from

Email of Corresponding Author:

michaelanganyo@gmail.com

<https://journals.mu.ac.ke/index.php/edj/>

UNISA Pretoria, South-Africa (2011). He has been a lecturer in KIE University (UNR) in Kigali, Rwanda (2001-2006), a visiting AMAS Fellow at Eduardo Mondlane University in Maputo Mozambique (2019), African Clusters (Bayreuth University) Fellow University in Lagos at Institute of African and Diaspora Studies (IADS) (June-September 2023), and is currently a Senior Lecturer of African History at Moi University, Kenya. He also teaches post-graduate courses in African History, Diplomacy and Foreign Relations but mainly Economic Diplomacy. Some of his publications include: *Fishing Policy in Colonial Kenya: Lake Victoria, 1880-1978*, [UNISA/LAP] Ethnicity, Colonialism and Genocide in Rwanda: Genesis and New Developments, [Maarifa Journal, Moi University] “*Fisheries as Heritage: Indigenous Methods of Fishing and Conservation among the Luo Fishers of Lake Victoria*” in *Conservation of Natural and Cultural Heritage in Kenya, London: 2016*, Ethnic Politics and Post-Ethnic Violence in Kenya” in African Journal of History and Culture, “*Kenyatta and Odinga: The Harbingers of Ethnic Nationalism in Kenya*” in *Global Journal of Human Social Sciences 2014*, Civil Society Organizations and Regional Integration in the East African Community (EAC): A Literature Review In International Affairs and Global Strategy 2022, “Contextualizing the Politics of Ten-Household Cluster Initiative (*Nyumba Kumi*) for Human Security in Kenya” in Journal of African Conflicts and Peace Studies, Vol. 4, Issue 2, University of Florida 2021, “Politics of Oil in Eastern Africa: Does it present another Geo-Political Pivot?” in *Contemporary Africa, and the Foreseeable World Order*, 2019, “East African Economic Integration in the Context of post-Modern Pan-Africanism” in P G Okoth, FK Matanga, Kennedy Onkware (2018) (Eds.). *Peace Security and Development in the 21st Century Africa: Theory and Practice*, 2018, “Security Concerns: Al-Shabaab and Peace-Keeping in Africa” (2018) In *Peace Security and Developments in the 21st Century Africa: Theory and Practice*, 2018, and his latest edited book is *A New Economic and Political History of Africa: A Re-Examination of African Economic History (A Book in Honour of the late Professor Peter O. Ndege)*: Amazon and Kindle on-line (2022).

Email of Corresponding Author:
michaelanganyo@gmail.com
<https://journals.mu.ac.ke/index.php/edj/>