



INFLUENCE OF PERFORMANCE APPRAISAL ON STRATEGIC SERVICE DELIVERY IN THE MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT IN KENYA

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ABSTRACT

There have been persistent complaints regarding public service delivery in Kenya. Though there are several factors to which poor service delivery in the public service is attributed, there is hitherto scarcity of empirical evidence linking strategic performance appraisal to service delivery. In this regard, the main objective of this study was to determine the influence of strategic Performance appraisal on service delivery among civil servants working with the Ministry of Interior and Coordination of National Government in Nakuru North Sub-County, Kenya. The specific objectives included examining the influence of target setting and performance appraisal training on service delivery. The study was guided by the balanced scorecard and the dynamic theory of service delivery. A survey research design was adopted. The target population constituted all civil servants in Kenya. Accessible population comprised of the 283 civil servants working with the Ministry of Interior and Coordination of National Government and based at Nakuru North Sub-County. A sample of 96 respondents was drawn from the accessible population using stratified random sampling technique. The study used a research questionnaire in data collection. A pilot study was conducted before the main study with the view of assessing both the validity and reliability of the research questionnaire. Data analysis involved data screening, data coding, data analysis, and interpretation and discussion of results of analyses. The Statistical Package for Social Sciences Version 24 tool was employed in the analysis. Data analysis involved both descriptive and inferential statistics. The null hypotheses were tested at 0.05 level of significance. The study findings were presented in tables. It was established that target setting was the most important aspect of strategic performance appraisal that influenced service delivery. Strategic performance appraisal was concluded to be of significant importance to enhancement of service delivery at the Ministry. The study recommended that the Ministry and other related government ministries should at all times ensure timeliness, efficiency and reliability of the services they deliver to the members of the public.

Keywords: Service Delivery, Strategic Target Setting, Strategic Performance Appraisal Training and Strategic Performance Appraisal

1.0 INTRODUCTION

Performance appraisals related to the strategic plan. This is founded on the assertion that the system encompasses both the vision and values of an entity which mirrors part of the constituents of a strategic plan. In addition to these issues, the system promotes versatility of

employees, and also bolsters skill development and career advancement (Thoesen & Arnsbarger, 2006). It is further postulated that part of the tools that facilitate achievement of strategic planning objectives include a descriptive model of ideal employee skills, a financial reward system, and also a performance appraisal system. These aspects are geared towards organizational and strategic alignment. According to Maina (2011), performance appraisal can be employed as a strategic management tool.

In China, performance measurement in the public sector illustrates two significant characteristics in respect of both implementation process and improvement (Zhongua & Ye, 2012). These are the multidimensional nature of measuring objectives, and lack of assessment data. In the same line, it is stated that the public sector constitutes economic attributes and also non-economic obligations of both environmental and social benefits, which are supposed to set performance targets with the object of striking a balance amongst multiple objectives and multi-agent interests. It is further held that lack of sophisticated management information system (MIS) and lack of continuity of data accumulations, data collection becomes very difficult particularly when embracing traditional performance evaluation methods (Carlin, 2004).

The South African government being the single largest employer and the main public service provider in the country, is anticipated to meet given performance threshold which must be within the public expectations (Makamu, 2016). In the context of South African National Government departments, it is stated that the performance of employees in the public sector could effectively be managed subject to there being specific performance standards in place, which must also be in cue with the performance system. This ideal necessitated development of a performance system by the Department of Public Service and Administration (DPSA). The aforementioned system ensures effective and up-to-standards performance management of the public sector in light of management echelons or administrative level.

The public service commission (PSC) in Kenya has developed guidelines in regard to staff Performance appraisal (SPA) in the local public service (Republic of Kenya, 2016). The system is stated to be an important element of the overall human resource management function in the public service. SPAS encapsulate work planning, setting agreed-upon targets, feedback and reporting. The aforementioned appraisal system is associated with other human resource processes. These include recruitment, placement, training and development, career progression, rewards, and also sanctions. Accordingly, the process of performance appraisal is aimed at enabling employees to contribute towards realization of organizational objectives. According to the Republic of Kenya (2017), it has been demonstrated that the National Government has prioritized the role of innovation as part of the public sector service delivery strategy. In regard to the Ministry of Public Service, Youth and Gender Affairs which falls under the purview of the Presidency, a public service delivery innovation strategy has been developed. The strategy embraces a cyclic model encapsulating idea generation, idea selection, idea implementation, and sustaining idea respectively. It is further stated that the aforementioned strategy strives to harness and mainstream public service delivery innovation across the public service with the object of ensuring effective, equitable and quality services for the achievement of sustainable development. This is informed by the fact that the service providers are required to balance competing interests, make optimal use of scarce resources and also design appropriate responses for the emerging needs and accompanying expectations of the public.

1.2 Statement of the Problem

There have been persistent complaints regarding public service delivery in Kenya Ngorobi (2015). This has been characterized by inefficiencies, delays, and unethical practices such as bribery among other shortcomings when members of the public seek services from public sector entities. This is in spite of the hefty taxes the citizenry remit to the Exchequer for delivery of the aforementioned services. The problems of service delivery could be linked to weak provider knowledge and effort in addition to ineptitude and demotivation of the civil servants among other related factors (Gayle & Obert, 2013). Hitherto there have been complaints premised on lack of harmony in remuneration of civil servants, inadequate promotions, and in general, poor performance appraisal. Though the civil servants from various sectors have enjoyed increased remuneration, this has failed to be positively manifested in their output as evidenced by the persistent complaints of poor services rendered to the members of the public. There has been limited empirical evidence to establish the association between strategic Performance appraisal and service delivery in Kenya's public service. The foregoing issues that characterize both knowledge and research gaps informed conducting of the present study.

1.3 Objectives of the Study

This study has both general and specific objectives

1.3.1 General Objective

The general objective of the study was to determine the influence of strategic Performance appraisal on service delivery in the Ministry of Interior And Coordination on National Government in Nakuru North Sub-County, Kenya.

1.3.2 Specific Objectives

To examine the influence of strategic target setting on service delivery among civil servants in Nakuru North Sub-County

To analyze the influence of strategic performance appraisal training on service delivery among civil servants in Nakuru North Sub-County

1.4 Research Hypothesis

H01: There is no statistically significant influence of strategic target setting on service delivery among civil servants in Nakuru North Sub-County.

H02: There is no statistically significant influence of strategic performance appraisal training on service delivery among civil servants in Nakuru North Sub-County.

2.0 LITERATURE REVIEW

2.1 THEORETICAL REVIEW

The study was based on the Balanced Scorecard and Dynamic Theory of Service Delivery

2.1.1 Balanced Scorecard

The balanced scorecard (BSC) was developed by Kaplan and Norton (1992). The BSC is one of the most prominent tools for measuring organizational performance. The tool was developed in the wake of persistent criticism of traditional performance measures, which were argued to be characterized by short-termism, lack of strategic focus, and also failing to have an external strategic focus (Lynch & Cross, 1991). According to Kaplan and Norton (1993), the BSC is not only a performance measurement system, but also a strategic management tool which addresses shortcomings occasioned by traditional performance measurement systems. The BSC has four hierarchical dimensions. These include financial,

internal business process, customer-centred, and also learning and growth perspectives. Financial perspective is considered to occupy the highest level in the performance hierarchy. In this regard, it is stated that organizations seek to improve shareholder value through a revenue strategy, where the output is in terms of return on investment and profits. Performance appraisal and service delivery in that the various components of PAS such as performance appraisal training and performance-based compensation are manifested in the perspectives of BSC.

2.1.2 Dynamic Theory of Service Delivery

The dynamic theory of service delivery was proposed by Pue (1996). The theory holds that service quality cannot be measured and tested in a straightforward manner. This theory is an advanced version of the original theory of service delivery credited to Oliva (1993b) and Senge and Oliva (1993). The theory is rooted in operations management, marketing and human resources domains which articulate an endogenous explanation in relation to the erosion of service quality. The theory states that the difficulty in formulating quality metrics has obliged service businesses to focus on controlling measurable variables. It is evident that the dynamic theory of service delivery can be adopted to better understand the concept of service delivery in the public service in Kenya. The dynamic aspect of the theory can be used to both explain and have a better understanding of the ever-changing public service, where the expectations from the public (customers) continue to increase, though with alleged lack of commensurate delivery of pertinent services.

2.2 Conceptual Framework

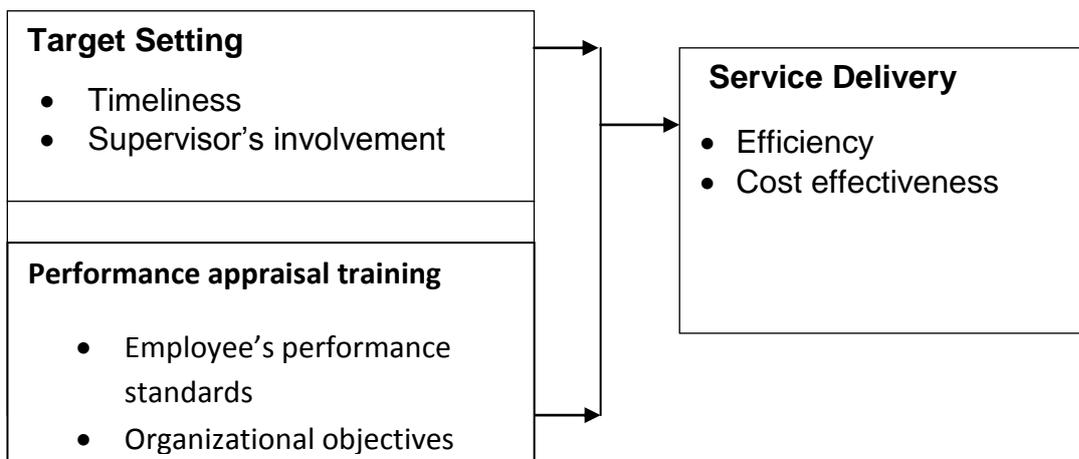


Figure 1: Conceptual Framework

2.3 Empirical Literature

2.3.1 Target Setting in Public Service Sector

An empirical study on performance appraisal in public sector in Nigeria was conducted by Agbolade and Sotunde (2011). The scholars addressed goal setting and performance appraisal in public servants working in human resource departments in government ministries and parastatals. The objective was to ascertain where goals or targets were set in public service and to determine the relationship between goal setting and performance appraisal. One thousand public servants in the human resource departments of government ministries and parastatals were identified for the study. Questionnaires were used in data gathering which was analyzed with descriptive statistics. The findings showed that goals or targets were never set in Nigeria public service. It was recommended that public service in the country ought to

set attainable goals and targets in order to form a basis for assessment of various parameters such as performance or service delivery.

In Uganda, a study was carried out by Lutwama, Roos and Dolamo (2013). The study determined to assess the implementation of performance management of health care workers. The districts of Kumi, Mbale, Sironko and Tororo were selected for study. Descriptive survey was used by the study. Questionnaires and semi-structured interviews to health care workers in selected districts were used to obtain data. The results of the study illustrated that there were inadequacies in targets setting in respect to performance of health care workers in the selected districts. Consequently, performance or rather delivery of services by health care workers in selected districts in Uganda was still low.

A study conducted by Karimi (2013) assessed the role of Performance appraisal on job performance in the public sector. The focus was on the civil servants working in Kirinyaga Central District in Kenya. The specific objective of the study was to explore on goal setting mechanisms by civil servants on their job performance. The study used descriptive research design. Systematic random sampling was used to select 180 civil servants from a total of 600 civil servants in Kirinyaga Central District. Data were collected by using semi-structured questionnaires. It was found out that majority of civil servants set goals and achieved them. It was however unclear how goal setting and attaining those goals affected job performance.

2.3.2 Performance Appraisal Training in Public Service Sector

A study on performance appraisal in public sector in Pakistan was conducted by Anjum and Khan (2011). The object of the study was to explore on the different aspects of Performance appraisal and how it affects the performance of teachers in higher education institutions. BZU University in Pakistan was selected for the study. Survey questionnaires and in depth interviews were applied to the employees of the university. The results of the study indicated that workers of the university were aware of the essence of performance appraisal. Notably, lack of training by raters hampered successful implementation of performance appraisal in the selected university. It was recommended that the university ought to carry out training to raters in order to reap the benefits of appraisal system.

A study on role of Performance appraisal was carried out by Karimi (2013). The study looked into the foregoing alongside job performance among civil servants in Kirinyaga central district in Kenya. The study particularly investigated the role of training of personnel on job performance of civil servants in Kirinyaga district. Descriptive survey design was used. A total of 180 civil servants were selected for the study out of the 600 civil servants in the district. Semi structured questionnaires were used to obtain data from the respondents. The findings indicated that most of the surveyed civil servants were trained on Performance appraisal either outside the country or locally. The study did not expound on the influence of performance appraisal training on job performance. It was recommended that the directorate on personnel management ought to ensure that all civil servants should be trained in order to enhance their performance.

In another study, Muhoi (2013) looked into the use of performance appraisal in staff training and development at Teachers Service Commission (TSC) in Kenya. The main object was to evaluate the use of performance appraisal in staff training at TSC. Descriptive survey design was used. All the employees of TSC were targeted whereby 70 were selected. Questionnaires were used to collect data from the respondents. It was noted that there was less usage of performance appraisal in staff training. More so, there lacked proper training of appraisers that posed a challenge in identifying training needs. The study recommended that there ought

to be performance appraisal training in order to identify performance gaps and consequently enhance performance.

2.3.3 Service Delivery in Public Service Sector

Service delivery by local authorities in Zimbabwe was investigated by Makanyeza, Kwandayi and Ikobe (2013). The study particularly focused on the causes of poor service delivery by local authorities and more so explore the strategies to improve service delivery by local authorities. The employees of Kijiado Local Authority were targeted where questionnaires were used to obtain data. The service users also participated in the study. The study findings illustrated that there were poor service delivery by local authorities in country due to poor human resource policies, political manipulation, councilor interference, corruption and lack of accountability and transparency. It was recommended that local authorities ought to engage citizens in the affairs of local authority and partnership with the community.

The effective service delivery in the public sector was studied by Jiwan (2016). The study specifically looked into the determinants of effective service delivery in the Huduma Centre government programme in Mombasa County, where strategic location, strategic decision, institutional factors and management factors were looked into. The study targeted customers which were approximated to 1300 per day. A total of 111 customers were selected for the study where questionnaires were administered randomly. It was pointed out that public service delivery joints in Kenya have seen long queues leading to customer disappointment. The study also established that service delivery was highly and positively influenced by management factors, strategic location, strategic decision and institutional factors at Huduma Centre in Mombasa County. In order to enhance service delivery, it was recommended that policy makers ought to enhance institutional and management practices and monitoring and evaluation practices.

2.4 Summary of Reviewed Literature

Studies have indicated that lack of training by raters hamper successful implementation of performance appraisal. Local studies have established that most of civil servants are trained on Performance appraisal either outside the country or locally. Other studies indicated less usage of performance appraisal in staff training. In addition, it has been observed that there lacked proper training of appraisers that posed a challenge in identifying training needs, which occasioned the suggestion that there ought to be performance appraisal training in order to identify performance gaps and consequently enhance performance.

Findings from reviewed studies indicated that there existed a positive effect of performance-related pay. It is revealed that the effect of performance-based pay on employee performance is relatively minimal. In relation to the private sector, studies have found that public sector employees were disadvantaged in regard to compensation and fringe benefits. A local study has established that established that the rewards and compensation programmes are adequately competitive in the public sector. It is further noted that though performance-related pay is embraced in Kenya's public sector, the implementation of the same has hitherto remained a challenge.

The reviewed studies have observed that absence of feedback hindered the implementation of appraisal system. It has been suggested that exclusion of appraisal feedback from stakeholders hamper successful performance appraisal system. Moreover, it has been revealed that performance appraisal feedback influence service delivery in local ministries. Lack of total feedback from stakeholders on performance appraisal is noted to reduce the

effectiveness of the appraisal system. Another local study has indicated that performance appraisal is poorly implemented and is also minimally used in feedback.

2.5 Research Gaps

In line with the critique of the reviewed studies, there are crucial research gaps that have been identified in respect of target setting, performance appraisal training, performance-based compensation, and performance appraisal feedback and service delivery in the public service. A study conducted by Karimi (2013) though addressing target setting, did not relate this aspect of Performance appraisal to service delivery. The same study also did not espouse on service delivery in relation to the aforesaid training. A study conducted by Muhoi (2013) fell short of linking performance appraisal training to service delivery.

A study conducted by Njoroge (2013) failed to address the aspect of service delivery as influenced by performance-based compensation. Another study by Kwamanga and Achoch (2012) did not link the aforesaid compensation to service delivery in the public sector. A study carried out by Kemunto (2013) did not establish the nexus between performance appraisal feedback and service delivery. Another study conducted by Musyoka (2015) did not seek to establish the effect of feedback on service delivery. The established research gaps have been addressed by this study as espoused in latter chapters.

3.0 RESEARCH METHODOLOGY

This study adopted a survey research design which is a constituent of descriptive research design was adopted. Survey design is appropriate in studies that are conducted at a given period of time as opposed to longitudinal design. Therefore, the choice of the survey design was justified by the fact that the current study had a specific timeline within which it was conducted.

3.1 Target Population

In the context of the present study all civil servants in Kenya constituted the target population. However, due to their significantly large number, the study narrowed down to an accessible population that comprised the civil servants working with the Ministry of Interior and Coordination of National Government and based at Nakuru North Sub-County. There were a total of 283 such employees when the study was conducted, and their distribution is as shown in the sampling frame.

Table 1: Target Population

Civil Servants Category	Number
Police service	215
Administration	60
Registrar of Persons	5
Civil Registration	3
Total	283

3.2 Sampling Frame, Sample Size and Sampling Technique

A sampling frame is defined as an exhaustive list from which the sample is drawn. According to Lewis-Beck, Bryman and Liao (2004), a sampling defines a set of elements from which a researcher can select a representative sample. The sample size was determined using the Nassiuma's (2008) formula which is indicated below.

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

Where n represents sample size
 N represents study population (175)
 C represents coefficient of variation (21% - 30%)
 e represents error margin (0.02 - 0.05)

The above equation is substituted as follows:

$$n = \frac{283(0.3)^2}{0.3^2 + (283 - 1)0.025^2}$$

$n = 95.66$
 $n = 96$ respondents

The 96 sampled respondents were drawn from the accessible population using stratified random sampling technique.

Table 2: Sample Distribution

Civil Servants Category	Accessible Population (N)	Ratio	Sample (n)
Police service	215	0.76	73
Administration	60	0.21	20
Registrar of Persons	5	0.02	2
Civil Registration	3	0.01	1
Total	283	1.00	96

According to the illustration shown in Table 3.2, it is evident that the distribution of respondents was proportionate to the accessible population with the police force and civil registration having the largest and smallest representation respectively.

3.3 Data Collection Instruments and Procedure

The questionnaire was structured meaning that it consisted close-ended data items that were in line with both the study objectives and constructs. The questionnaire was also self-designed. A pilot study was conducted before the main study. Content validity of the research questionnaire was determined by engaging the assigned University supervisor in assessing the content of the items captured in it. The reliability of the questionnaire was tested using the Cronbach's alpha coefficient. The study constructs which returned alpha coefficients equal to 0.7 or greater than 0.7 were considered to be reliable. As shown in Table 3.3, all the five study variables returned Cronbach's alpha coefficients greater than 0.7. Therefore, the research questionnaire was deemed reliable.

3.4 Data Analysis and Presentation

Statistical Package for Social Sciences (SPSS) Version 24 tool was employed in the analysis. Data analysis involved both descriptive and inferential statistics. The former encompassed frequencies, percentages, means, and standard deviations. Inferential statistics took the form of Pearson's Product Moment Correlation and multiple regression analysis. The null hypotheses were tested at 0.05 level of significance (p -value = 0.05). The study findings were presented in tables. The following is the regressions model that will be adopted by the study.

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

4.0 FINDINGS AND DISCUSSIONS

4.1 Response Rate

A total of 96 respondents were issued with questionnaires. However, 17 either failed to cooperate or filled the questionnaires without abiding with prerequisite instructions. As such, a total of 79 questionnaires were successfully and duly returned. This represented 82.29% response rate. This surpassed the recommended threshold of 75% recommended by Nulty (2008). The significantly high response rate was largely attributed to the administration of the questionnaires by the researcher in person who explained to the respondents the rationale of taking part in the study.

4.2 Demographic Information

The researcher sought to find out the distribution of the respondents according to their gender bracket and work experience.

4.2.1 Gender Distribution

Table 3: Distribution of Respondents by Gender

	Frequency	Percent
Female	35	69
Male	16	31
Total	51	100

Table 3 indicated that majority of the staff working with the aforementioned Ministry and based at Nakuru North Sub-County were male (72.2%) while only 27.8% were female. The foregoing was contrary to the affirmative action on two-third gender rule enshrined in the Constitution of Kenya 2010 which requires all government entities not to have more than two third representation of either gender (Republic of Kenya, 2010). This distribution illustrates probable skewed government recruitment policy particularly in the Ministry being studied.

4.2.2 Period of Work in the organization

Table 4: Distribution of Respondents by Work Experience

	Frequency	Percentage
Less than 5 years	10	12.7
5-10 years	47	59.5
10-15	17	21.5
More than 15 years	5	6.3
Total	79	100.0

The study further established as shown in Table 4 that, most (59.5%) of the participating staff had working experience ranging from 5 to 10 years. The number of staff working with the MICNG decreased with the working experience which is underlined by the least number 6.3% representing employees with the longest experience of more than 15 years. These results are indicative of probable high labour turnover and/or increased recruitment of staff in the Ministry since the promulgation of the current Constitution. It could also be as a result of

fervent recruitment of staff to this Ministry since coming to power of the present government regime in early 2013.

4.3 Descriptive Findings and Discussions

4.3.1 Descriptive Analysis for Target Setting

The views of the staff working with the MICNG attached to Nakuru North Sub-County regarding target setting as an element of strategic performance appraisal were sought and analyzed. The results to this effect are shown in Table 4.

Table 5: Descriptive Statistics for Target Setting

	n	SA	A	N	D	SD	Mean	Std. Dev.
There is a specific timeline within which the targets are supposed to be met	79	59.5	36.7	3.8	0	0	4.56	.572
The targets set may be varied within appraisal period	79	40.5	58.2	1.3	0	0	4.39	.517
Each employee set specific targets	79	45.6	45.6	3.8	1.3	3.8	4.28	.905
The appraisee discusses targets with his supervisor	79	48.1	36.7	7.6	5.1	2.5	4.23	.973
The appraise is fully facilitated	79	27.8	44.3	11.4	8.9	7.6	3.76	1.179

According to the descriptive statistics shown in Table 4.4, it is evident that most of the respondents at 96.2% believed that there was a specific timeline within which the targets were supposed to be met. On average, respondents strongly concurred with this assertion (mean = 4.56) and also exhibited insignificant variation in their views (stddev = 0.572). It was further revealed that none of the respondents disputed that the targets set might have been varied within the appraisal period. It was generally concurred in respect of this proposition with little variation in opinion (mean = 4.39; stddev = 0.517).

The study also revealed that 91.2% of the surveyed employees were in agreement that individual employees set specific targets. On average, the respondents were in concurrence regarding this assertion (mean = 4.28) and also their views were largely similar (stddev = 0.905). Although, it was generally accepted that the employees being appraised discussed targets with their supervisors (mean = 4.23) and also the views in this respect were very similar (stddev = 0.973), there was a small number of respondents (7.6%) which disagreed with this opinion. Moreover, the study found that 72.1% of the sampled staff agreed that they were fully facilitated to achieve their targets. However, in spite of the respondents generally concurring with this statement (mean = 3.76), their views were significantly diverse (stddev = 1.179).

4.3.2 Descriptive Analysis for Performance Appraisal Training

The study further examined the views of staff working with MICNG regarding training on performance appraisal. The object was to establish the extent to which the staff was enlightened on the procedure of appraising them. The results to this effected are presented in

Table 6: Descriptive Statistics for Performance Appraisal Training(%)

	n	SA	A	N	D	SD	Mean	Std. Dev.
The ministry defines appraisal period	79	39.2	50.6	3.8	3.8	2.5	4.20	.883
The training spells out expected performance standards	79	13.9	40.5	21.5	13.9	10.1	3.34	1.186
The training need assessment is carried out	79	16.5	35.4	8.9	21.5	17.7	3.11	1.396
There are clear and specific learning objectives for performance appraisal training	79	10.1	38.0	10.1	24.1	17.7	2.99	1.325
There are frequent leadership trainings on performance appraisal	79	19.0	20.3	12.7	16.5	31.6	2.78	1.541

It is clear from the descriptive results shown in Table 4.5 that a total of 89.8% of the sampled staff held the view that the Ministry defined the period which they were to be appraised. In respect of this proposition, respondents were in general agreement and also their views were largely similar (mean = 4.20; stddev = 0.883). It was also established that 54.4% of the staff admitted that the training spelled out the expected performance standards; 51.9% others agreed that the training assessment was carried out by the Ministry; while an additional 48.1% concurred that there were clear and specific learning objectives for performance appraisal training. However, while 49.3% of the surveyed staff admitted that there were frequent leadership trainings on performance appraisal, an almost equal number (48.1%) disputed this assertion. In respect of the foregoing propositions, there was a general uncertainty among the respondents (mean \approx 3.00), and the views regarding the same were significantly extreme (stddev > 1.000).

4.3.3 Descriptive Analysis for Service Delivery

The study examined the views of the staff working with the Ministry of Interior and Coordination of the National Government attached to Nakuru North Sub-County. The results of relevant descriptive analysis are illustrated in Table 7.

Table 7: Descriptive Statistics for Service Delivery (%)

	n	SA	A	N	D	SD	Mean	Std. Dev.
Our ministry is highly efficient in delivery of services to the public	79	34.1	51.9	1.3	5.1	7.6	4.00	1.121
Our services are timely to all citizens	79	27.8	54.4	3.8	11.4	2.5	3.94	1.004
There are few complaints on service delivery since inception of PA	79	15.2	60.8	15.2	6.3	2.5	3.80	.868
Members of the public give feedback on service offered	79	15.2	43.0	21.5	17.7	2.5	3.51	1.036
There are increased complaints in respect of accessibility of services extended by our ministry	79	6.3	15.2	17.7	38.0	22.8	2.44	1.185

According to the results of descriptive analysis shown in Table 4.8, a majority of the surveyed staff (86.0%) agreed that the Ministry was highly efficient in delivery of services to the public. On average, the respondents agreed with this assertion while exhibiting diversity in their opinions (mean = 4.00; stddev = 1.121). It was also found that 82.2% of the

respondents believed that the services were timely delivered to all citizens. Expectedly, there was a general agreement with this proposition (mean = 3.94), though the views of the sampled respondents were significantly extreme (stddev = 1.004).

However, it was concurred by a majority of the surveyed staff (76.0%) that there were few complaints on service delivery since the inception of Performance appraisal (PAS) in the Ministry. Simultaneously, there was a general admission to the foregoing assertion (mean = 3.80) with the sampled staff having similar opinions regarding the same (stddev = 0.868). Though 58.2% of the respondents admitted that members of the public gave feedback on service offered to them by the ministry, 21.5% were not certain regarding the same. On average, respondents agreed (mean = 3.51) but their views varied significantly (stddev = 1.036) Most of the sampled staff (60.8%) were found to dispute that there were increased complaints in respect of accessibility of services extended by the Ministry to the public. In tandem, the respondents generally disagreed with this proposition (mean = 2.44) while at the same time, their views varied significantly (stddev = 1.185).

4.4 Correlation Analysis

The researcher undertook a Pearson correlation analysis to establish the underlying relationships between the independent variables and the dependent variable.

4.4.1 Correlations between Target Setting and Service Delivery

The study sought to establish the correlation between target setting and service delivery. The findings of the study are as shown in Table 8.

Table 8: Correlations between Target Setting and Service Delivery

		Service Delivery
Target Setting	Pearson Correlation	.302**
	Sig. (2-tailed)	.007
	n	79

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

According to the results of correlation analysis indicated in Table 4.9, it was revealed that the relationship between target setting and service delivery was positive, weak but statistically significant ($r = 0.302$; $p < 0.05$). The interpretation of the results was that by enhancing target setting as part of performance appraisal, there was a slight but substantive likelihood that service delivery would be improved. In this regard, it was imperative for the Ministry of Interior and Coordination of the National Government to increase the involvement of employees in setting individual performance targets. By so doing, there would be significant probability of improving the services delivered by the Ministry to the public.

4.4.2 Appraisal Training and Service Delivery

The study sought to establish the correlation between appraisal training and service delivery. The findings of the study are as shown in Table 9.

Table 9: Correlation between Performance Appraisal Training and Service Delivery

		Service Delivery
Performance Appraisal Training	Pearson Correlation	.104
	Sig. (2-tailed)	.363
	n	79

According to the correlation results shown in Table 9, it was established that there existed a positive, weak and statistically not significant relationship between performance appraisal training and service delivery ($r = 0.104$; $p > 0.05$). The findings meant that improvement on performance appraisal training had minimal likelihood to affect service delivery at the MICNG. In this respect, performance appraisal training was concluded to have marginal importance to delivery of services provided by the MICNG.

4.5 Regression Analysis

Table 10: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	2.145	.525		4.089	.000
Target Setting	.366	.127	.317	2.894	.005
Performance Appraisal Training	-.225	.088	-.362	-2.555	.013

a. Dependent Variable: Service Delivery

The results indicated in Table 10 were employed to interpret the following regression (empirical) model.

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

$$Y = 2.145 + 0.366X_1 - 0.225X_2 - 0.017X_3 + 0.198X_4$$

The results of the regression analysis shown above were interpreted to mean that while holding other factors constant, a change by 1 unit in improved service delivery required 0.366 unit change in target setting and 0.225 unit change in performance appraisal training. It is further evident that, out of the two aspect of strategic performance appraisal, target setting was the most important at influencing improved service delivery at the Ministry of Interior and Coordination of National Government. In this regard, it was imperative for the Ministry to put a lot of emphasis in engaging both appraisers and appraisees in setting targets which would later be employed as a yardstick of assessing their performance.

The first null hypothesis (H_{01}) stated that: There is no statistically significant influence of strategic target setting on service delivery among civil servants in Nakuru North Sub-County. According to the results of the t-statistics ($t = 2.894$; $p < 0.05$), it was established that the influence of target setting on service delivery was statistically significant. The results implied that the aforesaid null hypothesis was rejected, while the alternate hypothesis (H_{A1}) was effectively taken to be true.

The second null hypothesis (H_{02}) stated that: There is no statistically significant influence of performance appraisal training on service delivery among civil servants in Nakuru North Sub-County. The results of the t-statistics ($t = -2.555$; $p < 0.05$), indicated that the influence of performance appraisal training on service delivery was statistically significant. These results meant that the null hypothesis was rejected. At the same time, the alternate hypothesis (H_{A2}) was considered to be true.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 CONCLUSIONS

The study concluded that the Ministry of Interior and Coordination of National Government had specific schedule which guided when the employees were supposed to meet their set targets. Yet, it was also concluded the set targets were flexible and as such could have been altered within the appraisal period. The study further inferred that the employees were engaged in setting their individual targets before the appraisal took effect. Target setting was further established to be a very important aspect of strategic performance appraisal in respect of service delivery at the Ministry. This was in agreement with a study conducted by Karimi (2013) assessed the role of Performance appraisal on job performance in the public sector.

The study further deduced that the Ministry clearly defined the appraisal period for employees, and also outlined the expected performance standards. It was further concluded that there was a significant degree of indifference regarding the frequency of leadership trainings on performance appraisal. The performance appraisal was concluded to have marginal importance to delivery of services provided by the MICNG. This contradicts with a study by Muhoi (2013) which looked into the use of performance appraisal in staff training and development at Teachers Service Commission (TSC) in Kenya.

5.2 RECOMMENDATIONS

The study recommended that the Ministry of Interior and Coordination of National Government and other government ministries should facilitate setting of targets for individual employees by allowing maximum supervisors engagement. It is recommended that the set targets should in conformity to the strategic performance appraisal and should purpose to facilitate enhancement of service delivery. The set targets are required to be achievable within the appraisal period in order to mitigate bias and possible fallout by employees. It is also advisable for respective entities to avail all required resources and in adequate quantities to employees in order for them to have greater latitude of achieving the set targets.

The researchers further recommended that that the appraisal period should be well defined and clearly communicate to all employees and their superiors. The appraisers are supposed to be trained on the expected performance standards and how to disseminate the same to the employees being appraised. It is advisable for the Ministry to consider outsourcing services from competent human resource firms and/or consultants to train the staff on performance appraisal and accruing benefits. Performance appraisal training should not only be limited to the management which is mainly involved in employee appraisal, but also all employees since they are also affected by the implementation of performance appraisal system.

5.3 Suggestions for Further Research

The study recommends further studies on the influence of other factors on service delivery in government ministries besides strategic performance appraisal. It is important to examine how specificity, measurability, achievability, reliability and timeliness of targets impact on service delivery in government ministries in Kenya.

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