INFLUENCE OF PERFORMANCE MANAGEMENT INITIATIVES ON SERVICE DELIVERY IN STATE CORPORATIONS IN KENYA

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Influence of Performance Management Initiatives on Service Delivery in State Corporations in Kenya

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other university

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DEDICATION

This thesis is dedicated to my husband Moses Marienga whose push and support led to the completion of this work, my daughters Elsie, Debrah and Ella who missed motherly moments for the times i was busy with this work. To my mother Concepta and my father Fredrick Monari who crowned me before i even got to the finish line, your dreams are realized through this work, and many thanks for the love, understanding and continuous support in the entire period of my studies.

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LIST OF ABBREVIATIONS & ACRONYMS

ANOVA	Analysis of Variance
ERS	Economic Recovery Strategy
GOEs	Government Owned Entities
GOK	Government of Kenya
HR	Human Resource
ICT	Information Communication Technology
PA	Performance Appraisal
MMR	Moderated Multiple Regression
RBM	Result Based Management
ROK	Republic of Kenya
SCs	State Corporations
SPSS	Statistical Package for Social Sciences

DEFINITION OF TERMS

Performance Management	Performance management is a continuous process of identifying, measuring and developing performance in organisations by linking each individual's performance and objectives to the organisation's overall mission and goals (Herman, 2011).
Performance Management Initiative	A performance management initiative is a human resource intervention which seeks to improve quality and outcomes in organisations. It incorporates the approaches used to improve staff performance and improve service quality (Karen, Jiju & Susan, 2009).
State Corporation	This is a government owned entity created as a legal entity to undertake commercial activities with a view to develop and indigenize its economy as well as ensure provision of essential services to the citizens (RoK, 2013).
Reward	Reward system refers to all the monetary, non-monetary and psychological payments that an organisation provides for its employees in exchange for the work they perform while recognition is about acknowledgement and appreciation for a contribution, improvement, innovation, or excellence and serves as a message to employees that they are valued (Bratton & Gold, 2007)
Performance Appraisal	Performance appraisal relates to the procedures which make regular assessment of employee performance (Heasley & Bakker, 2005).
HR Audit	The HR audit is a Human Resource effectiveness tool that is concerned with the examination of the HR policies, procedures and practices of the organisation. It is in place to measure to effectiveness and efficiency of Human Resource management. (Khaef, Ahmad & Peyman, 2010).

Feedback Mechanisms	This is about the information about reactions to a product, a person's performance of a task, etc. which is used as a basis for improvement (Oxford Dictionary, 2013). This includes opinions, concerns, suggestions and advice that aid agencies in decision making (Baños, 2009).
Organisational Climate	Organisational climate is defined as the shared perceptions, feelings and attitudes that organisational members have about the fundamental elements of the organisation, which reflect the established norms, values and attitudes of the organisation's culture and influences individuals' behaviour positively or negatively (Gerber, 2003).
Service Delivery	Service delivery is the provision of public activities, benefits, or satisfactions to citizens. It is the provision of a service or product by the government through its agencies to the citizens as expected by the citizens and mandated by Acts of Parliament (Mfene, 2009)
Performance Measurement	Performance measurement is the process of quantifying the efficiency and effectiveness of action and measurement is the process of quantification. A performance measurement is a metric used to quantify the efficiency and/or effectiveness of an action (Neely, Gregory & Platts, 2005).

ABSTRACT

The desire for excellent service delivery under the new public sector management mandate in Kenya and the importance of performance management in enabling organizations achieve a competitive advantage and maximize the potential for service delivery cannot be underestimated. The demand from the citizens for efficient services necessitates that state corporations in Kenya device performance measures that will enhance service delivery. Critique of existing literature on the use of performance management initiatives reveals that gaps exist on performance management initiatives and their influence on service delivery in State Corporations in Kenya. The study, therefore, was guided by four variables namely: reward programs, HR audits, performance appraisal and feedback mechanisms as performance management initiatives and their influence on service delivery in State Corporations in Kenya. The study applied a cross sectional descriptive survey research design to gather data from the sampled respondents of the state corporations. Stratified random sampling was applied to select respondents from the State Corporations to participate in the study. Information was gathered by use of questionnaires which were subjected to pre-test to ensure both validity and reliability of the instruments. Data analysis was done using both descriptive and inferential statistics with the aid of analysis tool; statistical package for social Sciences (SPSS). Confirmatory factor analysis (CFA) was used to test whether measures of a construct are consistent with the nature of that construct (or factor). Correlation and regression analysis were used to determine the relationship between the research variables. The study found that reward programs have positive influence on service delivery among state corporations in Kenya. Further, HR audit practices were found to have significant positive effect on service delivery and therefore, this means that state corporations that adopt HR audit practices will have better service delivery. Performance appraisal was also found to have positive and significant influence on service delivery among the state corporations in Kenya. When effective, the appraisal process reinforced individual’s sense of personal worth and assists in developing his/her aspirations. Additionally, feedback mechanisms were found to positively and significantly influence service delivery among the state corporations. Organisational climate was found to not to have a moderating influence on the relationship between performance management initiatives and service delivery. This is not mean that organisational climate on its own has no influence on service delivery since it was found to positively influence service delivery in state corporations in Kenya. Overall, performance management initiatives were found to have positive effect on service delivery among the state corporations. The study recommended for enhanced use of performance management initiatives that are geared towards improving service delivery among the state corporations.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

This study focused on performance management initiatives and their influence on service delivery in state corporations in Kenya. Chapter one provides background information on the topic under study. The statement of the problem, general and specific objectives of the study will be covered under this chapter. Study hypotheses, justification of the study and scope will also be covered.

Countries around the world have embarked on public organisational reforms to improve their performance and improve service delivery. In order to make the upcoming administrative change possible, it has become clear that it would be extremely useful to implement an effective system of measurement and management of performance (Pidd, 2012). The key reform in state corporations has been the introduction of performance management practices but only few countries have successfully implemented the same and got positive results (Sharif, 2002).

The majority of countries are seeking to develop a culture in the public sector that is more performance oriented , one that gives much focus to efficiency, effectiveness, quality Customer care, an increased focus on results as well as more decentralised management (Petrie, 2002). In the last two decades performance management in the public sector has shifted its focus to putting in place processes for measuring outputs and rewarding results (Heinrich, 2003).

According to Noe, Hollenbeck, Gerhart and Wright (2010), performance management initiatives should be key elements seen as enabling means towards getting results from individual employees, teams and the organisation as a whole within a framework of setting targets and developing standards, goals and objectives which can be measured to establish the performance levels. It also serves as a way in which state corporations can gauge to establish whether they are delivering the appropriate services as stipulated by its mission and objectives in the appropriate quantity, cost , time and to the appropriate people (Xavier, 2010). Service delivery is a deliberate obligatory decision by the elected or appointed officials to serve or deliver goods and services to the recipients. Service delivery framework is a set of principles, standards, policies and constraints used to guide the design, development, deployment, operation and retirement of services delivered by a service provider with a view to offering a consistent service experience to a specific user community in a specific business context.

Service delivery is the processes associated with organisational mission, strategy and goals that frame how an organisation implements its functions to produce outputs or results (Harvey, 2006). Performance Management initiatives are used to enhance employee’s productivity, and therefore service delivery through managing their performance (Poister, 2003). Performance management initiatives are seen as very important elements in the management of public institutions of many developing countries where the productivity has been low and the workforce continue to work under vague job specifications and muddled lines of accountability.

In many public sector organisations individual and organisational performance are seldom measured and staff are paid low salaries that do not relate to the quality of their work. Performance management initiatives are essentially about measuring, monitoring and enhancing the performance of staff, as a contributor to overall organisational performance (Martinez & Martineau, 2001). Understanding performance management is an important and complex issue in the public sector management in Kenya. Researches carried out have shown the great importance concerning performance management. In some instances, the terms performance management and performance contracting have been used interchangeably.

It has become significant in all aspects of public sector management in particular within the decision making cycle. In this sense as noted by Micheli and Kennerly (2003), performance management initiatives that incorporate performance measurement are regarded as an informative methodology of management. Although it has long been recognised that performance management has an important role to play in the efficient and effective management of organisations, it remains a critical and much debated issue. Significant management time is being devoted to the questions on how to implement efficient and successful performance management while substantial research effort, by academics from a wide variety of management disciplines, is being expended towards creating an understanding of the topic and related issues (Tapinos & Meadows, 2005).

The need to enhance productivity and performance among Kenyan State Corporations has seen the implementation of performance management practices but little consideration appears to have been given on their efficiency in enhancing service delivery. According to Olaopa (2011) the capacity of most public services in the world today to effectively and efficiently carry out their administrative functions is judged in global terms by the system of high performance management and progress. The role of the public sector organisations in Kenya is varied and they have a general responsibility of providing services in the geographical areas within which they operate.

According to McTavish (2005) a basic requirement is that they provide value for money in terms of economy, efficiency and effectiveness. Apart from the economic factors for quantity performance, social accountability is a considerable factor for public institutions and to achieve this they have to establish and sustain effective service delivery. Moreover public institutions have to compare well with other public entities and the private sector. So, for these public sector objectives to be achieved and satisfactory service quality met, effective performance management initiatives have to be developed.

1.1.1 Performance Management Initiatives

As defined by Karen, Jiju and Susan (2009) a performance management initiative is a human resource intervention which seeks to improve quality and outcomes in organisations. It incorporates the approaches used to improve staff performance and improve service quality. Some of the most common performance management approaches include Quality Assurance, Quality Audits, total Quality Management, Quality circles, Benchmarking, and performance appraisal among others. These initiatives in turn share some tools to ensure quality such as use/customer satisfaction surveys, personal development plans among others (Aquinis, 2009). Many contemporary organizations are placing a greater emphasis on their performance management initiatives as a means of generating higher levels of job performance (Gruman & Saks, 2011).

Performance management initiatives, along with other human resource management programs, directly impact key organizational outcomes such as financial performance, productivity, product or service quality, customer satisfaction, and employee job satisfaction. This prompts for adaptable performance management initiatives that are rooted to strategic goals that can guide these organizations to aim for favourable results in these success indicators (Pamela, 2012). The use of performance management initiatives has been acclaimed as an effective and promising means for enhancing service delivery of public enterprises as well as government departments

According to Du Toit, Knipe, van Niekerk, van der Waldt, and Doyle (2002) performance management is about managing systems which translate strategic goals into individual performance terms through human resource management. Effective performance management practices and initiatives should be those that are sensitive to changes in the internal and external environment of the organisation. This, therefore, calls for review, refocusing and reprioritising internal objectives when the changes are significant enough and redefining the internal objectives and priorities to critical parts of the organisation to ensure alignment of both at all times.

It is also important to ensure that the gains achieved through improvement programmes are maintained (Bititci, Carrie & McDevitt, 2008). According to Lawson (2003) effective performance management means one that articulates organization's vision, establishes key results, objectives and measures at key business unit level. It monitors and controls four key performance measures namely quality, delivery, cycle time and waste. It should also be able to manage the continuous improvement of performance in those key areas (Yusuff, 2004).

1.1.3 State Corporations in Kenya

A state corporation is a legal entity created by a government to undertake activities on behalf of an owner government. Their legal status varies from being a part of government into stock companies with a state as a regular stockholder (Njiru, 2008). The defining characteristics are that they have a distinct legal form and they are established to operate in commercial affairs (RoK, 2013). In Kenya, there are a wide range of State Corporations and related agencies and learning institutions. Some of them include: Kenya Ports Authority, Kenya Airports Authority, public universities, National Cereals and Produce Board, Kenya Posts and Telecommunications, Kenya Seed Agency among others (Njagi & Malel, 2012).

The role of State Corporations in the national development effort include promoting or accelerating economic growth and development, building the capability and technical capacity of the state in facilitating and/or promoting national development, important instruments in improving the delivery of public services, creation of good and widespread employment opportunities in various jurisdictions and judicious building of international partnerships (RoK, 2013).

Before the new constitution there were 262 state corporations in Kenya. In line with vision 2030 and envisioning a future where economic growth and efficiency are maximised, a commission was set up to review the roles of state corporations and make recommendations. The commission recommended a reduction of these corporations to 187 in number. The state corporations were further reclassified while others were merged or dropped (RoK, 2013). The main aim for this according to the report was to enhance service delivery. This is owing to the fact that poor performance has been reported in State Corporations and this has affected the nation and the quality of lives of citizens is declining. Poverty, hunger, diseases, ignorance, social injustices and economic welfare have all become a major challenge and public trust in government by the citizens is slowly deteriorating. Some of the noted causes of poor performance in state corporations range from excessive controls, multiplicity of principals with multiple and sometimes conflicting objectives ,poor management as well as outright mismanagement (RoK, 2013).

Following the implementation of the concept of strategic planning, and Kenya Constitution 2010, most state corporations have today embraced modern business management practices and implemented reforms on integrity, leadership and corporate culture that promote ethical practices and corporate citizenship behaviour (RoK, 2007). They have also been obligated to embrace modern business management practices, such as: performance contracting, performance appraisal and performance pay (Kamoche, 2001).

Performance contracting was introduced in Kenya essentially as a strategy to reorient the management of public sector from focusing on processes, procedures and activities to focusing on results. This would in turn enable reengineering of operations to match the growing need of public demand for better services, and therefore restore trust in government and dignity of public service (RoK, 2013).

1.2 Statement of the Problem

The need for efficient and effective service delivery has increased over the last decade and the successful implementation and use of performance management initiatives has become of paramount importance in enabling organisations to enhance performance, and therefore service delivery. Performance contracting, as a performance management initiative was introduced in state corporations as a strategy to tackle some of performance problems reported in different government establishments. These problems include inadequate planning, poor management of projects, wastage of resources, inconsideration of public needs and poor service delivery (RoK, 2013).

Whereas service delivery will always happen with the expectation for responsiveness, responsibility and accountability placed upon public servants, the question of the effectiveness and efficiency with which these services are rendered and whether the clients get best value for their money arises. An exploratory survey on Kenyan service delivery and government interaction carried out by Crandal and Mutuku (2011) indicated that majority of the respondents at 45% had negative comments in relation to efficient service delivery and customer care by state corporations in Kenya. This is especially concerning infrastructure development, water, electricity, provision of health and education services. This informs that there is room for improvement in Kenyan state corporations in relation to service delivery. State corporations are expected to continuously find measures that can enable them to raise standards of services delivered to ensure client satisfaction.

A number of studies relating to performance management in state corporations have been done, for instance Nzuve and Kaimuri (2013) investigated the factors affecting performance management in local authorities in Kenya. The study focused on how leadership, stakeholder involvement and organisational culture affect performance management but failed to link performance management initiatives to service delivery. Wesonga, Tabitha and Muya (2012) did a study on the implementation of performance contracting in state corporations in Kenya where they evaluated how the implementation process can be managed through employee training and development. They failed to relate performance contracting to service delivery in state corporations.

A study done by Gichovi (2013) on the effect of performance contracting on service delivery of state corporations in Kenya focused on the coffee board of Kenya. The study by Gichovi (2013) was mainly a case study, and therefore this makes it important to develop this study further by looking at all state corporations in Kenya. The study also failed to evaluate the influence of performance management initiatives on service delivery by state corporations.

Despite the various studies on performance management, the aspect of influence of performance management initiatives on service delivery in state corporations in Kenya has largely been neglected. The lack of information on performance management initiatives and service delivery creates a gap in knowledge among state corporations who rely heavily on employee performance for service delivery. This study, therefore, intended to bridge this knowledge gap by evaluating the influence of performance management initiatives on service delivery in state corporations in Kenya.

1.3 Research Objectives

The study was guided by two objectives namely general and specific.

1.3.1 General Objective

The overall objective was to evaluate the influence of performance management initiatives on service delivery in state corporations in Kenya.

1.3.2 Specific Objectives

The study sought to achieve the following specific objectives;

1. To establish the influence of reward programs on service delivery in state corporations in Kenya.
2. To determine the influence of HR audit on service delivery in state corporations in Kenya.
3. To establish the influence of performance appraisal on service delivery in state corporations in Kenya.
4. To determine the influence of feedback mechanisms on service delivery in state corporations in Kenya.
5. To establish the moderating effect of organizational climate on the relationship between performance management initiatives and service delivery in state corporations in Kenya.

1.4 Research Hypotheses

Ho_1: Reward programs have no significant influence on service delivery in state corporations in Kenya.

Ho_2: HR audit has no significant influence on service delivery in state corporations in Kenya.

Ho_3: Performance appraisal has no significant influence on service delivery in state corporations in Kenya.

Ho_4: Feedback mechanisms have no significant influence on service delivery in state corporations in Kenya.

Ho_5: Organizational climate has no moderating effect on the relationship between performance management initiatives and service delivery in state corporations in Kenya.

1.5 Significance of the Study

The study justification lies on the expected users of the study findings who include the government and academicians. From the study findings, the government may get insights to performance management initiatives and their influence on service delivery in state corporations in Kenya. The findings may also serve as a guide to ensure that the performance management systems introduced are well utilised to ensure service delivery at state corporations and help in making policies.

The study may be instrumental in providing information on the state corporations' management on the use of performance management initiatives to save them time in formulation of performance management policies. The study makes contributions to bridge the gap that currently exists between the use of performance management initiatives and service delivery of state corporations. To the public, adoption of the study recommendations could lead to improved service delivery.

1.6 Scope of the study

The study covered all the 170 state corporations in Kenya. State corporations were selected for the study because they are considered to be the main instruments used by the government to deliver essential services to Kenyan citizens. The study made use of survey methods to gather information from the respondents and was carried out in year 2015 with a budget of Kenya shillings two hundred and fifty five thousand which covered cost of stationary and logistics for data collection.

The study focused on establishing the influence of performance management initiatives on service delivery and specifically on how reward programs, HR audit, performance appraisal and feedback mechanisms as performance management initiatives influence service delivery in state corporations in Kenya. The moderating effect of Organisational climate was also evaluated to establish whether organisation climate moderates the relationship between Performance management initiatives and service delivery. Data collected from the sample was used to make conclusions and recommendations on all state corporations in Kenya.

1.7 Limitations of the study

The research study was faced by a number of limitations, firstly, the extensive coverage of the sampled state corporations which covered essentially the entire country necessitated that the researcher makes elaborate logistic arrangements to cover all of them to guarantee an acceptable response rate. Secondly, is a situation whereby some respondents were not cooperative enough in filling and returning the questionnaire. This made it necessary that the research assistants make several trips to check if the questionnaires had been completed for collection. This proved to be costly and time consuming especially in instances where we could not be able to make follow up calls.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

A detailed review of existing literature related to this study is undertaken in this chapter. The theoretical review, conceptual framework and empirical review that guided the study in relation to each variable is captured. The variables were also operationalized as indicated in the conceptual framework. The literature in this chapter enabled the identification of research gaps that justified this study and areas for future research.

2.2 Theoretical Framework

Theoretical frameworks are explanations about a phenomenon. A theoretical framework provides the researcher the lens to view the world. The study was grounded on four major theories namely: principal-agent theory, game theory, expectancy theory ad goal setting theory. A review of the theories provides a clear link between performance management initiatives and their influence on service delivery in state corporations in Kenya.

2.2.1 The Principal-Agent Theory

The basic concept of principal-agent theory comes from the relationship between one party (the principal) and another (the agent). Principal-Agent theory is based in the business management area but can be applied also to the social sector (Elgie, 2002; Lewis, 2006). Principal agent theory developed from organisational management which is derived from economics in terms of links between pay and performance (Carr & Brower, 1996). In this theory, the basic starting point is the situation where one actor (the principal) has an incentive to delegate power to another actor (the agent) with the expectation that subsequently the latter will act in a way which is consistent with the initial preferences of the former (Elgie , 2002). The theory has an assumption that the authority of superior organisations (the principal) is decentralised to subordinate organisations with expectations that agents will use their specialised information and capacities, and thus maximise the principal's benefits (Moe, 1984). The simple model of the principal-agent theory therefore follows that public enterprises are agents while the central government is the principal, the people can also be the principals and central government is their agent. The heads of public institutions are principals and their subordinates are the agents. Democratic politics are structured by the multi relationship between the people and bureaucratic organisations because it is quite difficult to identify a single principal-agent model in the public and social sector (Pollitt & Bouckaert, 2000).

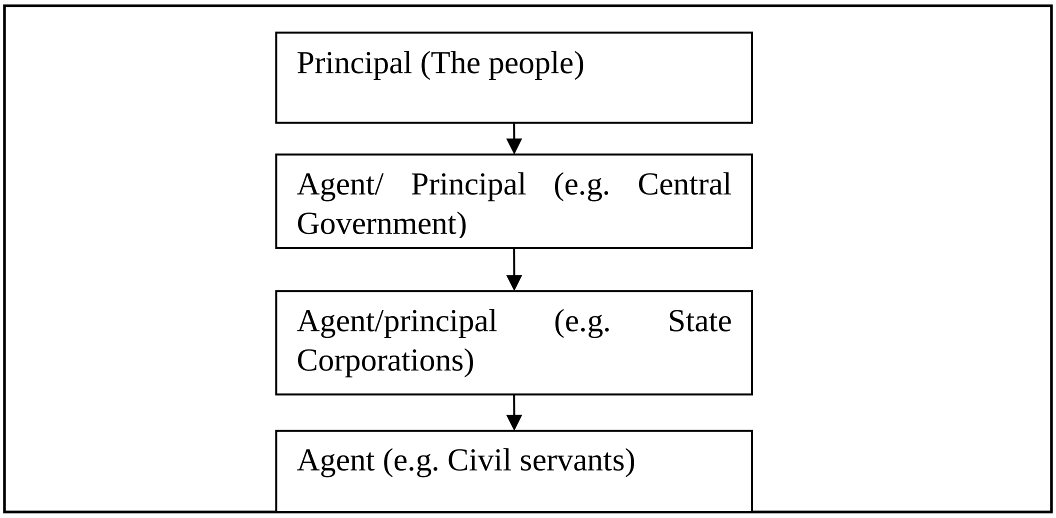

Figure 2.1: The structure of multi principal agent theory in the public sector

(Pollitt & Bouckaert, 2000)

Figure 2.1 shows the principal-agent theory can be applied to public sector to demonstrate the relationship between principals and agents (Elgie, 2002; Lewis, 2006). More specifically, the main idea of this theory is the interacting relationship between organisations, called principals and agents, with regard to several assumptions (Ingraham, Joyce & Donahue, 2003).

Firstly, the basic assumption of principal-agent theory is that the principal has less information than the agent. This may cause problems or concern since the principal cannot exactly observe the agent's behaviour. Second, the principal's main interest conflicts with the agent's because each prefers maximising their own benefits (Carr & Brower, 1996). There may also be information asymmetries between the principal and the agent. In reference to this research, the problem of information asymmetries can be reduced by putting in place effective feedback mechanisms that can facilitate efficient communication flows.

A contract may reduce the risk of conflict between principal and agent. Rees (1985) suggested that the solution to the agent problem is to develop an incentive system under which the principal motivates the agent to achieve the principal's goals. Ultimately, in line with theory and in the objective of this study, state corporations are seen to be responsible in delivery of public services by both the public and the government s well and it is assumed that government has unfettered monopoly in public service delivery because of the impact of performance management. Performance measurement may offer, in part, a solution to the principal-agent problem in public sector (Broadbent & Laughlin, 1996).

Performance measurement refers to control that is divided into two categories: 'after-the-fact' and 'before-the-fact'. The former is government action according to the results of the agent's actions. The latter is prior government action, in the form of policy, instructions, or guidance to the agent. Through this measurement, the principal can control the agent in the light of the agent's performance, and can request or require more information from the agent if there is a problem of information asymmetry.

The principal can guide the agent 'before-the-fact', through regulation, guidelines, and performance indicators, which can be set to require whatever level of performance the principal requires. In relation to reward programs and performance appraisal as variables in this study, the Principal-agent theory recognises that incentives are an important tool for agents, and performance measurement is a useful means of controlling behaviour, which is why performance management in state corporations should focus on performance measurement. Through examining the contextual elements between principal-agent theory and performance measurement, it can be seen there are inherent linkages between them. For example, the principal would need not only to create effective indicators to measure the performance of the agent but also to play a greater role in the process of service delivery from input to outcome. The principal would also need to confidently represent the concepts of responsibility, accountability and trust and be clear about the importance of these concepts in the performance measurement systems. Accountability is associated with satisfaction with public services and keeping promises (Ruscio, 1997).

The role of trust within public sector organisations has long been important to meeting and maintaining their visible or invisible contract (Kim, 2005). Thus, trust can be seen both from an individual, and from internal and external organisational environment perspectives. It is associated with individual behaviour and organisational functions, and is a key factor in improving performance in public management. Based on the importance of building trust, there are some key factors to increase the level of trust among all state corporations.

Firstly, participation in decision making is regarded as a key to building trust in state corporations. It is strongly associated with democracy. In terms of the internal relationship of public organisations, the bureaucracy works as a closed model, in which the employee is treated as a resource. On the other hand, participation in the decision making process is said to give rise to significant positive benefits (Nyhan, 2000) notes a link between participation and performance. Employees are able to reach a higher level of performance when supervisors encourage the participation of subordinates.

Participative management develops a positive organisational climate since it builds a positive perception to leadership, which in turn has positive effects on performance, productivity, and employee satisfaction. It also fulfils the three basic human needs: increased autonomy, increased meaningfulness, decreased isolation and self-fulfilment. Secondly, empowerment is associated with organisational effectiveness (Bowen & Lawler, 1992; Navran, 1992). Empowerment fosters trust, and helps to improve organisational productivity. State Corporations in Kenya need to combine the sharing of information on performance with cooperative participation in making decisions. Sharing information is a significant dimension in organisation effectiveness. It helps to integrate inter-organisational processes. For instance, Lohman, Fortuin and Wouters (2004) notes that a performance appraisal system can help to create the right approach in public service delivery through relating evaluated performance which encompasses comparing goals to plans. Generally, it is recognised that trust can have positive impacts on performance and organisational climate. It can reduce transaction costs through helping to create an effective performance strategy (Odom, Boxx & Dunn, 1990).

2.2.2 Game Theory

A game is a description of a strategic situation in which several players are interdependent. It has to consist of at least two players; a game with only one player is a decision problem. The concept is well-suited to show the conflicting conditions of players. Each player is assumed to maximise their utility and all players want to get utility from the game. According to Turocy and Stengel (2001), game theory is the formal study of decision-making where several players must make choices that potentially affect the interests of the other players.

Mackenzie and Wicker (2001) said that game theory can be applied to various areas. A game consists of three basic elements: A description of strategic interaction; a set of constraints on the actions the players can take; and a specification of the interests of the players. Game theory, like all variants of rational choice theory, starts by assuming theoretic concepts. A game is one method of analysing the actions of several players who may be individuals, groups, or organisations.

According to Ostrom, Gardner and Walker (1994) every game has seven basic components i.e. a set of players, a set of positions, sets of actions assigned to positions at choice nodes including chance moves, a decision function that maps choices into intermediate or final outcomes, the kind of information available at a node, and payoffs based on benefits and costs of actions and outcomes. In saying this, Scharpf (1997) suggests that game theory comprises three fundamental components, the first being a player who can be an individual or composite actor assumed to be capable of making purposeful choices among alternative courses of action. The second component comprises of strategies which are the courses of action or sequences of moves available to a player. A game exists if these courses of action are in fact interdependent, so that the outcome achieved will be affected by the choices of both players. The third fundamental component comprises of payoffs which are the valuation of a given set of possible outcomes by the preferences of the players involved (Scharpf, 1997).

In regard to this research, Game theory can be used to explain the choice of performance management initiatives devised by different state corporations in enabling them maximize their benefits. The game is associated with rational expectations. If every player makes their choice according to their particular equilibrium, then the maximized benefit of each player will be in the Nash equilibrium in which the rational expectation of each player is fulfilled, and the choices are the best. Game theory is associated with an interactive situation between players. Performance management is a subject of practical importance to various stakeholders involved in the management of state corporations. Analysis of performance in state corporations, their employees and external customers offers performance information for decision making and their management.

This theory links and is used in explaining two variables in this research. One is feedback mechanisms, whereby, through feedback mechanisms corporations are able to tell whether they are playing their part in delivering services to the expected standards to the internal and external customers. The other is HR audit, whereby, through HR audits, the human resource department is able to gauge its level of performance in relation to compliance to the policies and procedures as well as their contribution to the fulfilment of organisational strategies and satisfaction of needs of internal customers.

2.2.3 Expectancy Theory

According to Vroom (1964) the expectancy theory has three main motivational forces i.e. valence, instrumentality and expectancy. Valence means the value, and therefore attractiveness of the outcomes. Instrumentality on the hand refers to the degree to which the improvement in job performance is expected to lead to the desired outcomes. It is the belief that when we do things in a certain manner they will lead to the desired ends. Finally, expectancy means the extent to which an increase in effort leads to an increase in job results.

Whenever an individual chooses between alternatives which involve uncertain outcomes, it seems clear that his behaviour is affected not only by his preferences among these outcomes but also by the degree to which he believes these outcomes to be possible (Vroom, 1994). Expectancy is defined as a momentary belief concerning the likelihood that a particular act will be followed by a particular outcome. Expectancies can be described in terms of their strength. Maximal strength is indicated by subjective certainty that the act will be followed by the outcome, while minimal (or zero) strength is indicated by subjective certainty that the act will not be followed by the outcome.

For example performance related rewards work if the there is a clear link between performance and reward and the reward is also worth the effort. The expectancy theory was developed into a model by Lawler (1976) and he put forward two factors determining the effort people put into their jobs. Firstly, the value of the rewards to individuals in so far as they satisfy their needs for social, esteem, security, autonomy, and self-actualization and the probability that rewards depend on effort, as perceived by individuals or their expectations about the relationship between effort and reward. For state corporations in Kenya, this essentially means that the greater the value of rewards and the higher the probability the receiving this rewards depends upon effort then the greater the effort that will be put forward in a given situation.

In view of this research, it, therefore, means that if employees and state corporations have to accept that they are able to achieve what is demanded of them and believe that if they put more efforts in achieving objectives then they will get more rewards. According to this theory it is also believed that if employees of state corporations don't think that the additional rewards are big enough then their performance may not be good, and therefore, service delivery will not be improved. Reward programs therefore need to be market driven, timely, appropriate, and effective and performance based in order for them to be able to drive performance of employees towards achieving key organisational objectives.

2.2.4 Goal Setting Theory

Goal setting is a cognitive theory of motivation based on the premise that people have needs that can be thought of as specific outcomes or goals they hope to obtain (Locke, 1998). It makes the assumption that human behaviour is purposeful (Locke & Lathman, 1990) and goals direct and sustain (Ryan, 1970) individual energies towards performing a particular action. Goals have two primary attributes or dimensions i.e. Content and Intensity (Locke *et al.,* 1990). Goal content refers to the features of the goals themselves specifically the difficulty and specificity of the goal.

Goal intensity is the process by which a goal is set and accomplished (Lee, Locke & Phan, 1990). Goal intensity relates to factors such as individual commitment and the cognitive processes involved in attaining and setting goals. The relevance of this theory in relation to this research lies in the fact that situational factors are a moderator for the effect of a goal on performance. The level of government where goals are set may also be a variable that limits or enhances the relationship between goal setting and an employee's performance.

For state corporations in Kenya, it means that at the national level goal specificity, a core aspect of goal setting theory, may be something that the goal setters are unlikely to do but at the local levels of state corporations the responsibilities are often more operational than at the national level. Hence, the task of setting specific high goals for an individual or team is arguably most important in guiding performance and ultimately enabling service delivery in state corporations in Kenya. In reference to goal intensity it follows that state corporations should keep track of the tone in organisational climate since it shapes individual commitment and cognitive processes which are necessary for enhancing service delivery in state corporations.

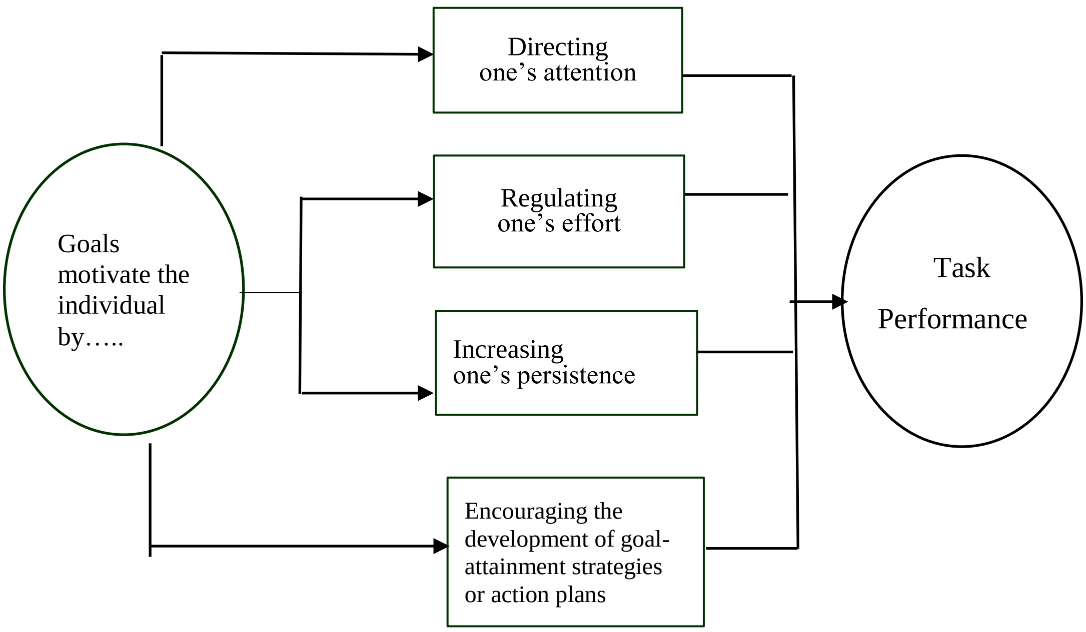

Figure 2.2: Locke's Model of Goal Setting (Kreitner, Kinicki & Buelens, 2002)

2.3 Conceptual Framework

According to Mathieson (2001), a conceptual framework is a virtual or written product that explains, either graphically or in narrative form, the main things to be studied. The conceptual framework for this study consisted of reward programs, HR audit, performance measurement and feedback mechanisms as independent variables. The dependent variable is service delivery. The relationship between performance management initiatives and enhanced service delivery is moderated by organization climate. These relationships are represented and operationalized in Figure 2.3.

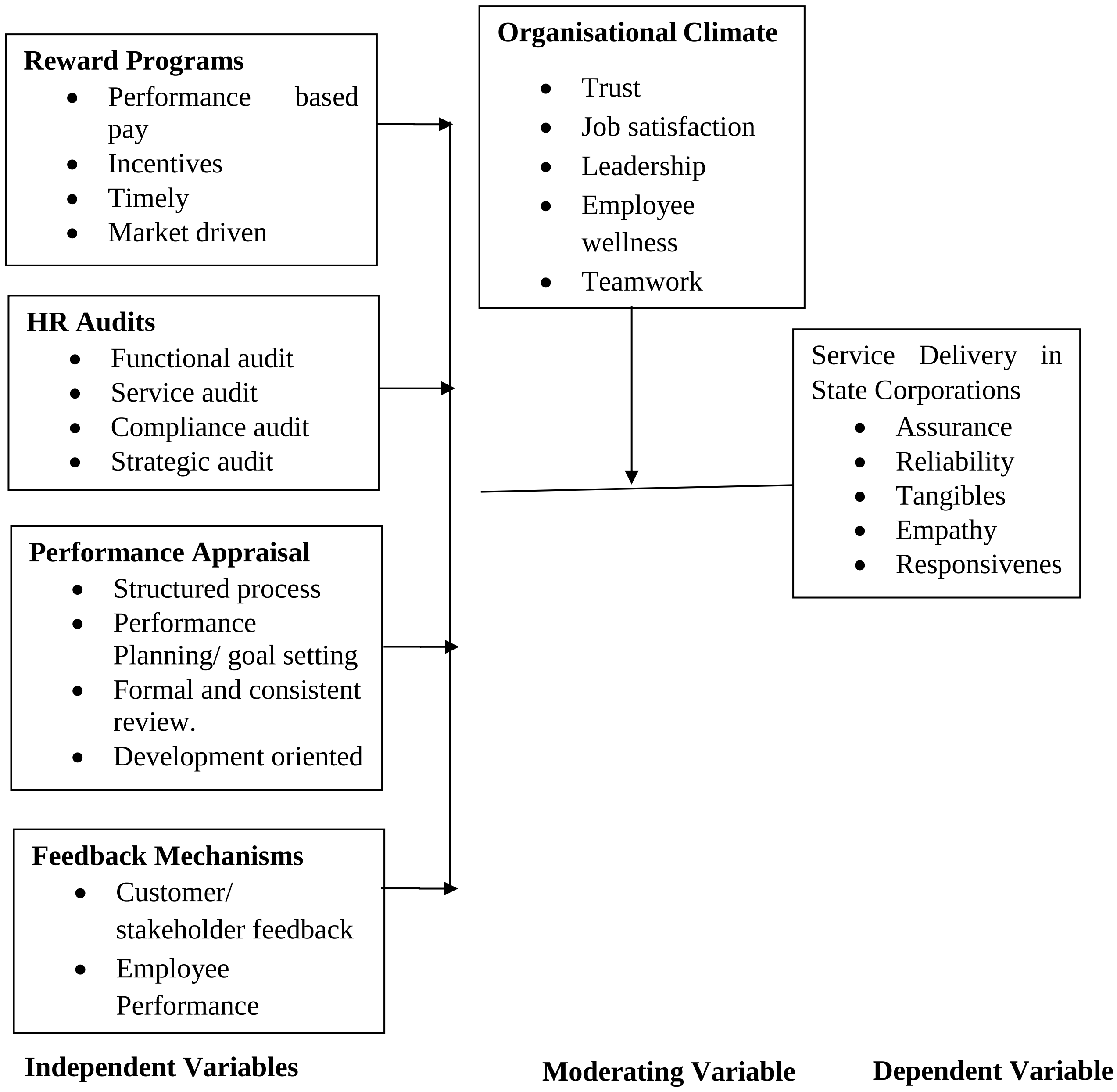

Figure 2.3: Conceptual Framework

2.4 Review of Literature on Variables

2.4.1 Reward Programs and Service Delivery

Reward programs includes all forms of pay and rewards received by employees for the performance of their jobs (Snell & Bohlander, 2007). Reward system refers to all the monetary, non-monetary and psychological payments that an organisation provides for its employees in exchange for the work they perform while recognition is about acknowledgement and appreciation for a contribution, improvement, innovation, or excellence and serves as a message to employees that they are valued (Bratton & Gold, 2007).

What an organisation values strongly will be a drive to the employees' behaviour towards those values (Gardiner & Pohlman, 2000). This calls from managers to build an effective & value based organisation that will enable their success in achieving their objectives. If quality of products, quality improvement or quality of service is rewarded then the employees will always think of the quality that they deliver and this may lead to them devising better ways of doing their job (Mujtaba & Cavico, 2008).

If customer satisfaction and intimacy is rewarded then employees will strive to mould their behaviours towards building good relationships with customers and so that they are able to know and satisfy their needs (Mujtaba, 2006). Rewards demonstrate to employees that their behavior is appropriate and should be repeated. Different scholars have spoken strongly on the use of team incentives, for example, Dessler (2008) posits that firms that rely on teams to manage their work must develop incentive plans that encourage teamwork and focus team members' attention on performance.

A related argument by Goel (2008) is that performance related pay is an effective motivator and conveys a clear message that high levels of performance are expected and will be rewarded. However, they should not be distributed on the basis of narrow definition of the output of each individual, but also on the basis of appraisals of how well the individual contributes to the performance of the team, unit or company as a whole depending on the company structure. According to Johnson, Scholes and

Whittington (2006) planning of rewards should take on board the reality of more team working in delivering strategy. State corporations need to design rewards programs that can be motivational to both employees and managers alike and for this, reward programs need to be timely, market driven, appropriate and effective. Research and experience in the field of success reinforces the fact that effective and timely recognition can build morale and improve productivity of employees (Koch, 2007).

Studies on motivation demonstrate that there is a positive correlation between the fairness of the reward, the amount of information exchanged between employees and managers, and the workers performance (Bakker & Schaufeli, 2004). Motivated employees are very productive (William & Kinicki, 2008) and hence help to improve performance. Another way through which state corporations can use reward systems to increase output is by personalizing the reward. When rewards tend to be so general, employees do not value them. Organizations can use rewards to improve employee performance by incorporating appraisal results or promotion for employees.

2.4.2 Human Resource Audit and Service Delivery

The HR audit is a Human Resource effectiveness tool that is concerned with the examination of the HR policies, procedures and practices of the organisation (Khaef, Ahmad & Peyman, 2010). It is in place to measure to effectiveness and efficiency of human resource management. It is an important tool in improving the performance of human resource management in terms of compliance, service delivery, enabling innovation and development as well as the financial performance.

It focuses on matters such as how well the HR department presents the purpose and supports the strategy of the organisation (Curtice, 2004). It also looks at how well the structures support the organisation and how well the staffing policies of the department support the realization of the organisations strategic intentions. The extent to which the established human resource functions support the performance of the organisation is very important. Through the HR audits areas of weakness and strength can be identified and this prompts for adjustments for improvements where necessary. One of the most important functions of an HR measurement system, according to Becker, Huselid and Ulrich (2001), is that it provides a means to identify the discrepancies between the organization's current and its ideal HR architecture. Such an assessment needs to focus on both cost and benefits (quality). HR audit should be able to address what Ulrich (1997) called the "two phases of reengineering" that needs to be mastered by the HR experts and these are improving processes and rethinking value creation.

A well executed HR audit should capture five different components namely: functional audit, service audit, compliance audit, financial management audit and lastly a strategic audit which each aims at evaluating the overall people management strategy with the aim of increasing the value of employees to the business (Bloom, Nick & Van reneen, 2006). The strategic audit will examine whether the HR strategy, policies and processes are aligned with and support the achievement of the business's mission and objectives. State corporations need to audit the performance management systems to understand their effectiveness in enabling achievement of organisational goals.

Primary techniques such as interviews, surveys, questionnaires and critical incidents can be used to elicit views from employees or their perceptions of the existing performance related management (Eagle, 2003). Secondary tools such as policy papers and pertinent records or analysis of the decisions taken or studying the company's financials can be used to trace the history and the system of performance management (Bloom *et al*. 2006). Dasa (2011) has elaborated the need for and methodology of undertaking HR audit.

HR audit is mainly concerned with people and HR philosophy of the organisation. The audit covers issues like employee staffing; training and development; compensation; communication; leadership; HR research; record maintenance; industrial relations; health and safety; compliance. The management has to take a decision on whether comprehensive audit is to be undertaken and required resources, money and personnel can be made available for undertaking such an assignment.

In line with this research, HR audits should be done with the aim of finding out the extent to which the present human resource management system is rational and establishing if the performance initiatives have coherence among them, are aligned with the objectives and are in compliance with the set policy and procedural guidelines. Most importantly an assessment of the overall performance of the HR department within state corporations as an enabling function towards achievement of the major organisational goals should also be periodically examined to provide insight into the level of performance of the function as well the strengths and weaknesses so that continuous improvement can be sought.

2.4.3 Performance Appraisal and Service Delivery

Performance appraisal (PA) assesses the performance against pre-determined measures of performance, based on key success factors which may include measures of deviation from the norm, tracking past achievements and measures of output and input (Hachney, Brant& Birtwhistle, 2006). In contrast to performance management, performance appraisal is a form of employee evaluation (Cardno, 2012). Performance appraisal is a critical tool used by managers in assessment of the performance of employees (Tsai & Wang, 2013).

This enables organisations to have the ability to achieve competitive advantage through efficient performance of their employees (Armstrong, 2006). It therefore becomes an established administrative convention that there should be an avenue by which performance should be measured, monitored and controlled (Bratton & Gold, 2007).

In recent years, according to Soltani, Gennard, Van Der Meer and Williams (2004); Islam and Rasad (2006) performance appraisal has shifted from just being a tool for measuring performance to a tool for self-development. As a tool for measuring performance, it was to evaluate performance but now it focuses on employee development at the organisational level. This development including the growth of business is assessed by Grigoroudis, Tsitriridi and Zopounidis (2013) as a factor of customer satisfaction and continuous improvement philosophy. According to Youngcourt, Leiva and Jones (2007) performance appraisal is able to addresses developmental purposes with application of techniques which incorporate self-appraisal and peer review of individuals. Performance appraisal is the name given to procedures which make regular assessment of employee performance (Heasley & Bakker, 2005). The purposes for PA is to evaluate performance (Gennard and William, 2004); for employee training and development (Ovando & Ramirez Jr, 2007; Aguinis, 2009) for identification of performance goals, setting them and achieving them (Ikramullah, Shah, Khan, Ul Hassan & Zaman, 2012).

Appraisal is a system that provides important data for logical, objectives and competent decision making aimed at improving performance, identifying training needs, managing careers and setting levels for reward and for legal purposes. Appraisal is the analysis of the successes and failures of an employee and the assessment of their suitability for training and promotion in the future (Maund, 2001). Appraisal is a key component of performance management of employees. When effective, the appraisal process reinforces the individual's sense of personal worth and assists in developing his/her aspirations (Middlewood & Cardno, 2001).

Its central tenet is the development of the employee. Accurate appraisals are crucial for the evaluation of recruitment, selection, and training procedures. The purposes of appraisal are co-dependent and cannot be separated as the individual needs of the teacher and the organisation's goals must be met (Piggot-Irvine & Cardno, 2005). Balancing the dual purposes of accountability and development with the needs of the organisation and individuals presents a challenge for managers in state corporations.

Each organisation has to plan for its performance and set goals to guide its work. Goal setting is normally a powerful motivator because both intrinsic and extrinsic motivations affect the situation (Mullins, 2007). Goal setting is effective as long as employees accept it, and it is a visible process and a key component of PA participation (Fondel& Broene (2005). Goals may be divided into four categories: performance goals, interpersonal goals, strategic goals and internalization goals (Moulder (2001).

In PA, the participant may be connected to several of these goal categories. The basic approach in PA is that the manager and their subordinates focus on the same goals. Appraisal focuses on what has been achieved and what needs to be done to improve it. It should be used to help clarify what an organization can do to meet the training and development needs of its employees. According to Maund (2001), appraisal is to facilitate effective communication between managers, employees and should provide a clear understanding for both of them based on four main components; the work that must be done, the criteria by which achievement will be judged, the objectives of the exercise, the process for making the appraise know their performance standards.

Accountability' is one of the key purposes associated with performance appraisal, and therefore a clear understanding of this term is required. Accountability is a term found in literature concerned with performance management and performance appraisal. It has its origins in the field of HRM and quality (Sallis, 2002). Accountability describes a relationship in which one party has an obligation, contractual or otherwise, to account for their performance of certain actions to another (Brundett & Rhodes, 2011).

In discipline of human resource management, different writers suggest the following indicators for measuring employee performance and they include: quality that can be measured by percentage of work output that must be redone or is rejected; Customer satisfaction that can be measured by the number of royal customers and customer feedback. Also, timeliness, measured in terms of how fast work is performed by the employee when given a certain task; absenteeism/tardiness observed when employees absent themselves from work; and achievement of objectives measured when an employee has surpassed his/her set targets, he/she is then considered to have performed well to achieve objectives (Hakala, 2008; Armstrong, 2006).

In the context of state corporations, to be accountable to the variety of stakeholders requires offering an explanation of employee performance and being able to justify this in relation to expected outcomes or standards (Brundett & Rhodes, 2011; Piggot-Irvine & Cardno, 2005).The managers of state corporations in Kenya are also held accountable through the performance contracting for the performance of their respective departments in relation to service delivery. This responsibility they transfer to the employees who are closest to the point of service delivery and, therefore performance appraisal act as mechanisms that can be used to monitor and be used a s mechanisms to inform on areas of non-performance. In relation to service delivery by state corporations, it is important to note that the measurement of employee performance ensures that the objectives set for these employees lead to the achievement of key business goals.

In the case of service delivery by state corporations in Kenya, the evaluation of employee performance should focus on measuring aspects of performance that can lead to enhanced service standards and in that way the state corporations can utilize performance appraisal to ensure service standards are adhered to and upheld by employees. The service charter for example can serve as a guide to the expected service standards and evaluation of employee performance can be based on how well they adhere to the service delivery standards in the service delivery charters of the respective state corporations they work for.

2.4.4 Feedback Mechanisms and Service Delivery

Primary stakeholders within state corporations are those who may be directly affected by or directly affect the operations of the state corporations. For purposes of this research the stakeholders identified are the employees, the customers and citizens within which state corporations. As noted by Bambacas and Patrickson, (2009), stakeholders should be continuously engaged through formal and informal feedback mechanisms. Such feedback can then be in putting in place measures and strategies that can enhance excellence in performance and service delivery.

Customer feedback can be done through customer surveys, customer visits, complaint systems or by use of customer focus groups (Befort & Hattrup, 2003). Communication is one of those everyday activities that we can tend to take for granted, like the air we breathe. We don’t often have to think about our breathing, it just comes naturally. And like breathing, we communicate all the time, whether we intend to or not. The words we choose the tone of our voice, our facial expressions, all work together often subconsciously to relay messages. According to Cynthia (2001), when communication breaks down, and the intended message is not what was received, it can become costly in terms of wasted time, productivity, and even morale. This can be particularly challenging for supervisors who must routinely communicate with their employees on issues of performance and conduct. Communication is the thread that bonds the various interdependent parts of the organisation together and without it various organisational activities come to a standstill. When it is effective, it encourages better performance and job satisfaction as it enables people to understand their jobs better and get more involved in them.

State corporations have to move towards more collaborative performance measurements which require new strategies, measures and new ways of managing performance. This means that customers and suppliers have access to performance related information. By sharing this information, the partners can identify the bottlenecks in the system and act to improve the overall performance (Holmberg, 2000; Ireland & Bruce, 2000).

The need for effective communication and feedback mechanisms advocates for decentralization, de-bureaucratization, public participation, citizen empowerment, innovation and use of modern Information and Communication Technology (ICT) and e-Government (Hughes 2003, as cited in Dzimbiri 2008), as measures that can advance information flow between the different subjects in the management of state corporations.

2.4.5 Organisational Climate and Service Delivery

High-performing organizations have climates with particular measurable characteristics (Watkin & Hubbard, 2003). Watkin *et al*. (2003) hold that climate does make a difference to an organization's performance because it indicates how energizing the work environment is for employees. There is clearly more to an organization's performance than an energized employee or the presence of certain organisational and leadership characteristics. However, productivity also depends on the morale which governs discretionary effort and the willingness to go the extra mile. This is unforthcoming if workers feel insecure (Gray, 2007).

Organisational climate can therefore be considered a key variable in successful organizations. Gerber (2003) defines organisational climate as the surface manifestation of organisational culture that consists of the conscious behaviour, such as the feelings or perceptions and attitudes, that is shared by individuals in an organization at a particular time regarding the fundamental elements of the organization and that can positively or negatively influence the behaviour of organisational members in terms of organisational effectiveness.

According to Gray (2007), a supportive work environment is related to employees' performance. He argues that a positive environment will result in motivated employees who enjoy their work. It, therefore, comes as no surprise that work climate is an excellent predictor of organisational and employee performance. The differences in organisational climate explains the differences in quality of service across organisations and the extent to which service providers are able to realize high levels of commitment and satisfactions towards their jobs.

Researchers who prefer perceptual measures of organisational climate contend that the perceptions of organisational members should be measured because they provide a more encompassing description of the concept (Schnake, cited in Gerber 2003). The concept of organisational climate revolves around perceptions. Brown and Brooks (2002) define climate as the feeling in the air and the atmosphere that employees perceive is created in their organisations due to practices, procedures and rewards." From this definition, it is clear that the individual perceptions of employees in the organisation have an impact on the climate. Even though individuals differ in the way they perceive, analyse and interpret information, the climate present in the organisation is a collective view or perception (Dormeyer, 2003).

Organisational climate being a psychological or perceptual description of individuals it can therefore be termed as the collective perception of employees (Gray, 2007). Moreno and Fernandez (2003) defined sub-dimensions of organizational climate as support, cohesion, pressure, intrinsic recognition and impartiality. Support addresses the existence of managers supporting employees working in an organization. Cohesion emphasizes the harmony and cooperation in the organization. Pressure expresses the pressure created by heavy workload of workers. Intrinsic recognition emphasizes rewarding and appreciation in the organization.

These dimensions, together with dimensions identified by Wiley and Brooks (2000) in their research on high-performing organizations across three distinct industries, namely banking, public institutions, and business services as well as the dimensions of Tustin (1993) and Coetsee (cited in Gerber, 2003) form the basis from which the dimensions for measuring organisational climate in this study will be developed. In this research, organisational climate is conceptualized as the degree to which individuals perceive their organisational environment facilitating their work. This includes intrinsic perceptions on trust, Job satisfaction, leadership, employee wellness, teamwork and service orientation

2.4.6 Concept of Service Delivery

The term service means an act of help or assistance. It can also mean a system that provides something needed by the public (Collins English Dictionary, 1993). Service delivery is concerned with the provision of a product or service, by a government or government body to a community that it was promised to, or which is expected by that community (Gaster & Squires, 2003). Deliverables are outputs derived from inputs which can be materials, knowledge, ideas and equipment. State corporations perform services needed by the within the corporation, its departments and the general public. The reason for performance of these services can be inform of a request, which is translated by an organisation as a customer need and drives the organisation to initiate core processes to enable timely and efficient delivery of the need (Harvey, 2006).

The customer expectations form service standards and these are derived from a consultative process. According to Van de Walle (2003) the standards must be precise and measurable so that users can gauge precisely whether or not they are receiving what was promised. In this research service standards form the focal of performance management initiatives, and therefore when standards are met it becomes an indicator for efficiency and effectiveness of delivery. An understanding of the customer's needs and levels of satisfaction with the services provided is very fundamental to the success of any organisation and customer impact emphasises the role of customers in the performance process (Moynihan, 2006).

High performance is the ultimate goal but if organisations ignore the interests of their customers then their efforts may be futile. A well performing performance management system may be considered highly by the governments but the citizens may not perceive that as a priority if the system is unable to facilitate delivery of service to their expected levels. Customer-based thinking is a relatively new phenomenon in the public sector. The public sector has traditionally been inclined to think in more administratively or bureaucratically. Yet, determining levels of customer impact is steadily gaining ground.

As O'Neill, (2008) asserts, a diverse collection of local governments now routinely use surveys to establish priorities, get feedback from residents regarding services, and examine community perceptions regarding quality of service indicators. The public sector reform recommendations call to public institutions to step up their game in ensuring improved service delivery. Such calls are to ensure the local demands and needs are met at grass root levels and the government's presence is positively felt at local levels (Esra, 2010).

It is important to link performance management and service delivery. In regard to this research, delivery of service is directly dependent on the effectiveness of the performance management initiatives established within state corporations. A service delivered is the outcome of actions directed towards making that service available. Public services are rendered through government owned entities within its different machineries comprised of departments and collective units as well as employees. All this have to be managed effectively, efficiently and economically. The level of performance of the collective units in state corporations will determine the ultimate service delivered.

Most state corporations are utilizing service charters and feedback mechanisms to gauge their level of customer service delivery to both their internal and external customers. The Gap Model propounded by Parasuraman, Zeithaml and Berry (1988) says that the expected service is influenced by the word-of-mouth, the personal needs, past experience and also by the external communication to customers. A perception gap can appear between the expected service and the perceived service (Coulthard, 2004).

An analysis by Petrick (2009) identified ten determinants of service quality that may relate to any service: Competence, Courtesy, Credibility; Security; Access; Communication, Understanding knowing the customer; Tangibles; Reliability; Responsiveness. Later they were reduced to five to include Tangibles; Reliability; Responsiveness; Assurance: competence, courtesy, trustworthiness, security and Empathy. A review of most service delivery charters in state corporations reveals that they comply with the SERVQUAL model of Parasuraman, Zeithaml and Berry. (1988) which proposes five dimensions of perceived service quality: Tangibles; reliability; responsiveness; assurance & empathy as items reflecting both expectations and service performance.

2.5 Empirical Review of Literature

This section has discusses the various studies conducted on the areas of performance management initiatives, reward, service delivery, HR audits and performance management.

Perceived factors affecting performance management among local authorities were investigated by Nzuve and Kaimuri (2013). They evaluated how stakeholder involvement, leadership and organisational culture affect performance management practices and concluded that if all the three are not incorporated then the performance management process is bound to fail. A study on the implementation of performance contracting in state corporations was done by Wesonga, Tabitha& Muya (2012). In the study, they evaluated how the process should be managed through employee training and involvement.

The study also noted that there were cases of resistance to change, some managers negotiated for easy targets than their ability. The study recommended that the company's management should try and encourage the workers who are still opposed to the issue of performance contracts on its benefits to the company, the company should roll out performance contracts to other levels in the hierarchy of management and the company should also move with speed and have its workers undergo training and university education, up from the tertiary level. A study was carried out by Gichovi (2013) on the effect of performance contracting on service delivery of state corporations in Kenya.

The study was a case study of Coffee board of Kenya where they evaluated how performance contracting affects service delivery. From the study findings, they concluded that performance contracting had an influence on inspections, creation of awareness among industry players, licencing and development of innovations. Therefore, in general, performance contracting had a positive influence on service delivery in the coffee industry.

A study was carried out by Kagaari (2011) where he sought to establish the moderating influence of organisational culture and climate in public universities in Uganda. The study explored the existence and implementation of performance management practices in public universities and the results revealed that employees in public universities built relationships, utilized available resources, adapted to external environment, set goals and targets.

This was made possible through planning; mobilizing resources, problem solving, evaluating performance and adopting ICT to deliver cost-effective quality services/products. A moderating influence of organisational culture and climate on performance management practices and managed performance was also established and confirmed. A study carried out by Bourne, Pavlov, Franco-Santos, Lucianetti and Mura (2013), where they sought to establish the contributing effects of performance measurement and human resource management practices with the aims to advance the current debates on the effect of performance measurement in the business management domain.

In order to accomplish that, it investigated the contribution of business Performance Management and human resource management (HRM) practices to business performance. The paper argues that performance is a result of employee engagement and that the PM system is a communication and guiding mechanism, which if implemented well and used appropriately, can channel the efforts of employees striving to perform. Kinanga and Partoip (2013) in a study on linkage between employee productivity and participation in target setting found that there was a strong positive correlation between performance target setting and employee performance.

The study concluded that performance contracting had a strong positive effect on employee performance in public enterprises in Kenya and thus need to ensure performance target setting is well organized and planned. From the findings the study recommended that performance target setting in performance contracting be expanded to cover all areas of the organization and be cascaded to all employees of the organization and that evaluation be linked to some incentive system so that performance can be sustained. These findings were similar to earlier findings by Kobia and Mohammed (2006) in a study where they sought to establish Perceived Factors affecting Performance Management among Local Authorities in Kenya .The study found out that the perceived factors that influenced performance management were understanding of performance management, stakeholder involvement, continuous monitoring, feedback, dissemination and learning from results, organizational culture and leadership commitment.

The study recommended that the council should involve all the stakeholders in coming up with policy decisions that will affect them as this involvement will help reduce resistance to implementation of the decisions. In regard to performance measures, Bourne, Kennerly and Franco-Santos (2005) carried out a study to investigate the use of performance measures and how performance measurement impacts performance. Their findings suggest that current research into the impact of performance measurement on performance may be too simplistic in its approach as much of the research relies on studying the physical and formal systems used, ignoring the types of factors found to be important in this study.

2.6 Critique of Existing Literature

The concept of performance management is a very important aspect in ensuring realization of goals by both public and private organizations yet existing research has not exhaustively covered determinants for its successful use. Despite there being several studies on performance management, there are much fewer studies enumerating determinants for use of performance management initiatives to enhance service delivery.

Perceived factors affecting performance management among local authorities were investigated by Nzuve and Kaimuri (2013). They evaluated how stakeholder involvement, leadership and organisational culture affect performance management practices and concluded that if all the three are not incorporated then the performance management process is bound to fail. They did not look at how the human resource department as a function affects performance management initiatives. The dimension of the moderating effect of organisational climate was also not evaluated in their study.

A study on the implementation of performance contracting in state corporations was done by Wesonga, Tabitha and Muya (2012). They evaluated how the process should be managed through employee training and involvement. They failed to evaluate how performance contracting as a performance management initiative can be used to enhance service delivery in the state corporations. Another related issue of concern is the operationalisation of performance management initiatives in these studies. For instance most studies are focused on the utilisations of formal performance management systems yet performance management systems can be very different in different human resource management contexts. The study by Gichovi (2013) on the effect of performance contracting on service delivery of state corporations in Kenya adopted a case study design, it might be possible that the findings may not reflect the effect of performance contracting of other similar organizations on their service delivery to their clients. It is, therefore, important that further study be carried out on other state corporations to establish whether similar scenarios exist.

Further study should also be carried out to establish the efficiency and the effectiveness of performance contracting approach to service delivery and what external factors affect service delivery of government institutions which were not covered in this study. This study, therefore, will focus on establishing the influence of performance management initiatives in enhancing service delivery since most of the studies evaluated by the researcher have not interrelated the influence of performance management initiatives on service delivery.

The outcomes of this research are geared towards a discovery of how state corporations can utilise performance management initiatives to satisfy the service needs of their various stakeholders. State corporations are better placed to continuously raise their service standards if they establish effective performance management initiatives. Performance management initiatives would definitely vary from one organisational context to another, and therefore advocacy of generic practices does not apply.

This, therefore, calls for definitive determinants that are specific to every organisational context and this can only be established through systematic inquiries so as to find out what fits the particular organisational context. For instance performance management initiatives in the private sector may vary greatly from application in the public sector domains. The emerging public sector reforms have focused on creating performance management systems that are geared towards enhancing performance and service delivery standards in the public sector without regard to change management.

Authors highlight the importance of approaching the implementation of performance management from a change management perspective (e.g. Bourne, Neely, plats & Mills, 2002; Kaplan & Norton, 2001; Kasurinen, 2002).

There has been a disregard or rather a simplification of the psychological aspects inherent in the public sector which shape the organisational climate. Traditionally under the notion of public sector ethos employees benefited from an open-ended employment contract, which, in turn, created a psychological contract that is relational in nature where employees were motivated and committed to providing maximum effort and best quality services to the community in exchange for long term job security.

With the new public management reforms increasingly importing practices from the private sector in order to improve quality and performance, it is suggested that the public sector economy is becoming more market-driven which is suggested may be endangering the public sector ethos (Morgan & Allington, 2003) and changing the nature of the psychological contract (Hiltrop, 1996). It is argued that changing rewards from seniority based to more flexible rewards based on performance, have affected employees' feelings of job security, and hence, tend to reduce the peculiar commitment and motivation previously found among public sector workers. Reviewing literature on performance related pay.

This paper notes gaps in issues in two main areas, firstly the literature on the balanced scorecard provides scanty information about its role in determining rewards, and therefore organisations are left at crossroads on the multiple measures and their weights with little information on how to link measurement to rewards. Secondly literature on performance management and performance related pay shows a misalignment of objective between both systems.

While Kaplan and Robert (2004) show positive effects of using performance measurement in determining rewards, Ittner, Larcker and Meyer (2003) and Goddard, Mannion and Smith (2002) show that linking performance and reward may result in dysfunctional behaviours including misrepresentation, neglecting tasks and short-termism. Finally, few researchers have attempted to explore the psychological aspects and consequences of performance management initiatives on employee behaviours and this seems to weaken the link between the use of performance management initiatives and service delivery.

2.7 Summary

Previous studies have been carried out on the field of performance management and it is notable that focus has been on the ways in which firms can improve service performance through people. Managing performance is an increasingly challenging activity and firms need to find the right balances between productivity and managing people. Effectiveness of performance management may result by harnessing the latent creative energy of people at every level in the organization (Hadyn & McDonnell, 2006).

Performance is a result of employee engagement and that the performance management system is a communication and guiding mechanism, which if implemented well and used appropriately, can channel the efforts of employees striving to perform (Bourne, Pavlov, Franco-Santos,Lucianetti & Mura, 2013). Optimum performance will come from a rigorous focused approach to managing people. Performance excellence can be encouraged through motivation and commitment of employees, Performance measurements, responsibility, involvement, feeling valued, coaching for performance & review of Reward systems to match expected levels.

This requires the reorganization of incentive programs to encourage new employee behaviours aimed at achieving organisational goals (Ron, 1999). Continuous search for service quality should be conducted using a flexible and holistic approach and focus should be on long term gains. Effectiveness is as a result of harnessing the latent creative energy of employees and this should be driven by top-level management who need to manage the process of change, so as to channel the efforts of employees at lower levels which are closest to the customer. The organizations which succeed will be those who harmonize the efforts of their employees in a unitary way (Eagle, 2003). According to Bourne, Pavlov, Franco-Santos, Lucianetti and Mura (2013), performance is a result of employee engagement and that the performance management system is a communication and guiding mechanism, which if implemented well and used appropriately, can channel the efforts of employees striving to perform, through planning; mobilizing resources, problem solving, evaluating performance and adopting ICT to deliver cost-effective quality services/products.

Kinanga and Partoip (2013) in their study on linkage between employee productivity and participation in target setting found that most employees associated improved performance with performance target setting. These findings were similar to the findings of Kobia and Mohammed (2006). All these studies have demonstrated the central role of performance management systems on the performance of organisations.

2.8 Research Gaps

Some of the issues identified from the literature reviewed is the task of demystifying the area of operationalizing and contextualizing performance management initiatives within organisations from two perspectives firstly the effectiveness within which performance management initiatives are implemented and secondly the effectiveness of the initiatives that contribute towards producing the desired results in performance and more specifically in service delivery within state corporations.

Reviewing the paper on perceived factors affecting performance management among local authorities by Nzuve and Kaimuri (2013) where they evaluated how stakeholder involvement, leadership and organisational culture affect performance management practices. This paper did not relate performance management to service delivery. They also failed to evaluate the role of the HR function on performance management initiatives. The dimension of the moderating effect of organisational climate was also not evaluated in their study.

The study by Wesonga, Tabitha and Muya (2012) on the implementation of performance contracting in state corporations did not link performance contracting to service delivery in the state corporations. The study by Gichovi (2013) which was a case study on the effect of performance contracting on service delivery by state corporations cannot be generalised on the entirety of state corporations since it only focused on the coffee board of Kenya. This, therefore, justified this study which sought to evaluate the influence of performance management initiatives on service delivery.

Specifically, the study, therefore, intended to fill this gap by evaluating how HR audit, reward programs, performance measurement and feedback mechanisms as performance management initiatives can be used to enhance service delivery in state corporations. Literature on performance management and performance related pay shows a misalignment of objective between both systems.

While Kaplan and Robert (2004) show positive effects of using performance measurement in determining rewards, Ittner *et al*.(2003) and Goddard *et al*. (2002) show that linking performance and reward may result in dysfunctional behaviours including misrepresentation, neglecting tasks and short-termism. There is, therefore, need to establish the factors that lead to this misalignment.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology that was followed in undertaking the study aimed at achieving the study objectives. The chapter covers the research design, the study target population, type of data to be collected, sampling frame, sample and sampling techniques, data collection instrument, data collection procedure, pilot test, validity and reliability of the instrument, and the data analysis and presentation. Kothari (2004) states that research methodology have the objective of detailing the various steps that are generally adopted by a researcher in studying a research problem along with the logic behind them. Mugenda and Mugenda (2008) describe a research methodology as the procedure that is followed in conducting a study.

3.2 Research Design

The study adopted a cross sectional descriptive survey research design which was both qualitative and quantitative. Descriptive surveys are done when the researcher intends to establish the relationship of events, processes or entities without interfering with the purpose of reporting the facts as they are. This design was chosen and considered appropriate for this study since it would be able to give room for exploratory and descriptive data. This form of data was important in understanding performance management initiatives and their influence on service delivery in state corporations in Kenya. Gravetor and Forzano (2011) posit that descriptive research design involves the measurement of a set of variables as they naturally exist.

The advantage of this design is that it captures the situation in its full form by describing a particular scenario as it is (Kothari, 2004). The study adopted both quantitative and qualitative approaches. Quantitative approach emphasizes data measurement and analysis in numerical form to give precise description. Quantitative approach places emphasis on methodology, procedure and statistical measures to test hypothesis and make predictions (Berg, 2004). Qualitative research approach helps in analysing information in a systematic way in order to come to some useful conclusions and recommendations on the social settings and the individuals who portray the characteristics (Cobertta, 2003).

3.3 Target Population

The target population for a survey is the entire set of units for which the survey data are to be used to make inferences (Kothari, 2008). Thus, the target population defines those units for which the findings of the survey are meant to generalize (Cooper & Schindler, 2006). For this research, the target population was made up of the170 state corporations in Kenya. According to the presidential taskforce report, the total number of state corporations in Kenya stands at 187.

However, 17 of them were yet to be enacted and developed (RoK, 2013). These state corporations were further classified into five categories which are; purely commercial state corporations-34, State corporations with strategic functions-19, executive agencies-52, independent regulatory agencies-20, and research institutions, universities, tertiary education and training institutions -45.

The unit of analysis for this research was the state corporations since they are instruments of service delivery for Kenyan citizens while the units of observation were comprised of the line managers and HR managers in state corporations in Kenya. The researcher, therefore issued questionnaires to the HR and line managers from all the sampled state corporations. The selection of this category of employees was justified by the fact that fact that they are the ones responsible for the management of employee performance and service delivery in their respective state corporations.

Table 3.1: Target Population

Category of State Corporation	Number in each Category
Purely commercial state corporations	34
State corporations with strategic functions	19
Executive agencies	52
Independent regulatory State Corporations	20
Education, Research and Training institutions	45
Totals	**170**

3.4 Sampling Frame

The sampling frame describes the list of all population units from which the sample is selected (Cooper & Schindler, 2003). According to Demsey (2003), sampling frame is a source list from which sample respondents has to be drawn. The sampling frame for this study comprised of a list of 170 state corporations as presented by the Presidential Taskforce Report of 2013.

According to this report, the state corporations are further classified into five categories namely; purely commercial state corporations, executive agencies, Independent regulatory agencies, and research institutions, universities, tertiary education and training institutions. The main reason for the reclassification of state corporations was to enhance service delivery in the public sector as a major indicator of performance (RoK, 2013). The sampling frame is presented in appendix II.

3.5 Sample Size and Sampling Technique

Determination of Sample size is important since it is not possible to study the whole population due to time cost and personnel. A sample size was drawn from the population using the formula given by (Mugenda &Mugenda, 2003) and represented as:

$$n = \frac{Z^2pq}{d^2}$$

Where:

n = the desired sample size (If the target population is greater than 10,000)

Z = the standard normal deviate at the required confidence level.

P= the proportion in the target population estimated to have characteristics being measured.

q = 1-p

d = the level of statistical significance set.

If there is no estimate available of the proportion, the target population is assumed to have the characteristics of interest of which 50% should be used (Mugenda & Mugenda, 2003). The Z statistics is taken as 1.96 and desired accuracy at the 0.5 level. The sample size was therefore:

$$N = \frac{(1.96)^2(.50)\ (.50)}{(0.05)^2}$$

N=384

If the target population is less than 10, 000, the required sample size will be smaller and is calculated using the formula below (Mugenda *et al*. 2003).

$$n_f = \frac{n}{1 + \frac{(n-1)}{N}}$$

Where n_f = the desired sample size (when the population is less than 10,000)

n = the desired sample size (when the population is more than 10,000)

N = the estimate of the population size.

Using the formula the sample size will be.

$$n_f = \frac{384}{1 + \frac{(384-1)}{170}}$$

n_f =118

In order to get equal representation from each stratum, percentage presentation was computed by considering the size of each stratum as a percentage of the total population. The percentages of each stratum were then multiplied by 118 to get the representative proportionate sample from each stratum. This enabled the researcher to pick a representative final sample from each of the five categories of state corporations in Kenya. The sample size is presented in Table 3.2.

Table 3.2 Sample size

Category of State Corporation	Population Size	Representatives of each stratum x/y ×100=Z%	Sample size Z% of 118
Purely commercial state corporations	34	20	24
State corporations with strategic functions	19	11	13
Executive agencies	52	31	36
Independent regulatory State Corporations	20	12	14
Education, Research and Training institutions	45	26	31
Totals	**170**	**100**	**118**

3.5.1 Sampling Technique

The study adopted stratified random sampling technique to select a sample of 118 corporations from a population of 170 State Corporation in Kenya. The five functional categories of state corporation as categorized by the Presidential Taskforce Report of 2013 were treated as strata after which simple random sampling was done proportionate to the number of corporations in each stratum. The goal of stratified random sampling was to achieve the desired representation from various sub-groups in the population. The selected state corporations form 69% of the entire population this surpasses 30% of the population. Mugenda and Mugenda (2003), states that a sample of 30% is considered representative for a population less 500.

The population was made up of parastatal managers in different ranks who included the CEO, General Manager, Assistant General Manager, Operations Manager, Events and External affairs manager, Human Resource manager, Public Relations Manager, CSR Strategy manager, Finance Manager and several other line managers. However, the researcher was interested in HR & line managers since they are the ones responsible for the management of employee performance and service delivery of their respective state corporations. Therefore, one HR or line manager was selected to be the respondent for this study from each of the sampled state corporations.

3.6 Data Collection Instruments

Data for this study was collected from primary sources using self-administered questionnaires. Creswell (2008) defines data collection as a means by which information is obtained from the selected subjects of an investigation. Babbie (2010) indicates that data collection involves consulting both secondary and primary data sources in order to elicit information, facts, evidence, proofs or truths regarding the research problems. A standardised questionnaire, capturing the variables under study was prepared (Appendix I). Kothari (2004) defines a questionnaire as a set of questions printed or typed in a definite order on a form or a set of forms.

They are a list of research questions asked to respondents and they are designed to extract specific information. The questionnaires contained both closed and open ended questions. The closed ended questions were used to limit the respondents to the variables under study while the open ended questions were to enable respondents to freely give their opinions in a more pragmatic way (Kothari, 2008).

Self-administered survey questionnaire was the preferred data collection tool because of the high literacy levels, the large size and nature of the respondents and the large geographical area to be covered. By use of questionnaires, the researcher was able to gather significant amount of data at a very low cost (Cooper & Schindler, 2006). The research instrument was divided into seven parts where part A covered the general information, part B, C, D, E and F covered questions related to performance management initiatives and part G focused on service delivery in state corporations in Kenya.

3.7 Data Collection Procedure

The questionnaires were delivered to the sampled respondents by the researcher, follow ups were made through calls and visits and the questionnaires were collected upon completion. Permission was sought from the management of the state corporations before data collection. The researcher made use of two research assistants who underwent prior training on administering the questionnaire. The establishment of contact persons and follow up calls were strategies employed to enhance the response rate.

3.8 Pilot Test Study

The quality of the data collection instrument is indicated by the reliability and validity of the measures. To ensure this, the questionnaire was pre-tested on eight respondents who were selected using purposive sampling from four state corporations forming the category of those with devolved functions. The category was not part of the target population and this guaranteed that those who participated in the pilot study had no chance of appearing in the actual sample. In pretesting the instrument, half –split method where four respondents were in the HR management and the other four from the line management level was utilised.

This made it possible to get a comparison of views from the two different categories of employees since owing to their experience both were considered to be knowledgeable in the research interest areas. Pilot-testing helps to refine the questionnaire so that respondents have no problem in answering the questions and there will be no problem in recording the data (Saunders, Lewis & Thornhill 2007).

Cronbach's alpha was used to assess internal consistency and reliability of the questionnaire based on the feedback of the pilot test. The subjects were encouraged to make comments and suggestions concerning instructions, clarity of questions and relevance. This revealed vague questions, deficiencies in the questionnaire and provided an opportunity to analyse the data to see if the methods of analysis were appropriate.

3.8.1 Reliability of the questionnaire

The data from the pilot test was tested using Cronbach alpha. Cronbach's alpha was used to determine the internal consistency or average correlation of items in the survey instrument to gauge its reliability to assess and improve upon the reliability of variables derived from summated scales (Cronbach, 1951).The selected sample for pretesting were selected from 8 respondents from five state corporations in Kenya. Measures were taken to ensure that those who participate in the pilot study do not appear in the final sample.

Data reliability was measured using Cronbach's alpha coefficient with ranges between 0 and 1 (Sekaran, 2003). The Cronbach alpha values obtained for all the variables was higher than 0.7. The Cronbach's alpha statistic in this study for reward was 0.795, HR audit 0.761, performance appraisal 0.886, feedback mechanisms 0.765, organisational climate 0.731 and service delivery 0.738. The average Cronbach alpha for the study variables was above 0.7 for all the constructs. Zikmund (2003) stated that a Cronbach alpha of 0.60 as a minimum is acceptable.

Further, Nunnaly and Bernstein (1994) recommended an average value of 0.7 and above for the coefficient alpha to infer to the internal consistency of the items. According to Klein & Ford (2003), if the Cronbach alpha coefficient value realized is higher than 0.5, it means that the scales are reliable. Cronbach's alpha is a general form of the Kunder-Richardson (K-R) 20 Formula.

The formula is as follows:

$$KR_{20} = \frac{(K)\,(S^2 - \sum s^2)}{(S^2)\,(K-1)}$$

KR_{20} =Reliability coefficient of internal consistency

K=Number of items used to measure the concept

S^2=Variance of all scores

s^2=Variance of individual items

A commonly accepted rule of the thumb for describing internal consistency using Cronbach alpha is as shown in Table 3.3.

Table 3. 3: Internal consistency- Cronbach's alpha

Cronbach's alpha	Internal consistency
$\alpha \geq 0.9$	Excellent(high stakes testing
$0.7 \leq \alpha < 0.9$	Good (low stake testing)
$0.6 \leq \alpha < 0.7$	Acceptable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

3.8.2 Validity of the Instrument

The validity of the questionnaire was determined using construct validity method. Construct validity is the degree to which a test measures an intended hypothetical construct (Mugenda, 2003). Using a panel of experts familiar with the construct is a way in which this type of validity can be assessed. The experts can examine the items and decide what that specific item is intended to measure (Kothari, 2004).

Faux (2010) asserts that an effective and practical approach to pre-testing questionnaire instruments is to ensure that the questionnaire is understood by participants. This ensures that the response rates will be highly improved and the instrument will be able to yield responses relevant to the research objectives. The study used different groups of experts in the field of human resource management and issued them with the questionnaires. The experts were required to assess if the questionnaires could effectively be used in establishing performance management initiatives and their influence of service delivery within state corporations in Kenya. This was in order to establish content and construct validity.

The recommendations from the Human resource experts and the pilot study respondents were used to refine and improve the validity of the data collection instruments. Their suggestions helped in removing ambiguities, inadequate terms and this made it possible for the researcher to clarify questions and thereby improve the quality and increase the strength and validity of the research instrument.

3.9 Data Analysis and Presentation

Before processing the responses, data preparation was done on the completed questionnaires by editing, coding, entering and cleaning the data. The raw data collected was organised in a manner that enabled systematic analysis. The data was coded to enable easy quantitative processing. The codes were assigned to each response category for each item in the questionnaire. Once coding was done, the data was then entered into the computer and analysis followed by use of Statistical Package for Social Sciences (SPSS).

Data analysis involves reducing accumulated data into manageable size, developing summaries, looking for patterns and applying statistical techniques such as bar charts, percentages, frequency tables and pie charts (Cooper & Schindler 2003). Data collected for this study was analysed using descriptive statistics. The mean, median and standard deviation were used to describe the characteristics of the sample. SPSS was used to quantitatively analyse the data. Inferential data was analysed by use of Factor analysis and correlation analysis to determine the strength and direction of the relationship between the independent and independent variables.

The analysis enabled prediction to be made as to how the variable deviates from the normal. Hierarchical models were fitted and hypothesis testing was carried out by use of t-tests. Chi square tests were used to establish the strength of dependence between variables. According to Mugenda and Mugenda (2003) qualitative data analysis seeks to make statements on how categories or themes of data are related. The study, therefore, categorized and analysed qualitative data in themes along the lines of the predetermined research objectives. The data was then be presented in bar charts, pie charts and frequency distribution tables for ease of understanding.

3.9.1 Measurement of the Variables

This study involved measurement of six variables namely: Reward programs, HR audits, performance appraisal, feedback mechanisms, organisational climate and service delivery. The performance management initiatives for this study include; Reward programs, HR audits, performance appraisal and feedback mechanisms. A five point likert scale (5-1) was used for each of the statements corresponding to the various parameters of the performance management initiatives. The moderating variable for this study is the organisational climate whose constructs were developed to evaluate the degree to which individuals perceive their organisational environment facilitating their work. This includes intrinsic perceptions on trust, Job satisfaction, leadership, employee wellness, teamwork and service orientation. A five point likert scale (5-1) was used for each of the statements corresponding to the various dimensions of the existing organisation climate.

The dependent variable for this study which is service delivery was measured by the subjective and objective measures of existence of the service delivery charter. A likert scale (5-1) was used to collect views on the levels of service delivery relation to the SERVQUAL model of Parasuraman *et al*. (1988) which proposes five dimensions of perceived service quality: Tangibles; reliability; responsiveness; assurance & empathy as items reflecting both expectations and service performance.

3.9.1 Multiple Regression Analysis Model

A statistical model was used to examine the validity of the research and existing relationship of the independent and dependent variables. In developing this model, both the independent and dependent variable were used. Service delivery in state corporations in Kenya, as the dependent variable was regressed against four variables namely reward programs, HR audits, performance appraisal and Feedback Mechanisms as independent variables.

Multiple regression analysis attempts to determine whether a group of variables together predict a given dependent variable and in this way, attempt to increase the accuracy of the estimate (Mugenda& Mugenda, 2003). The regression model for this study generally assumed the following equation;

$$Y= \beta 0+ \beta_1X_1+ \beta_2X_2+ \beta_3X_3+ \beta_4X_4 + BZ+ \beta_1X_1Z+ \beta_2X_2Z+ \beta_3X_3Z+ \beta_4X_4Z+ \varepsilon$$

Where; Y=Service delivery β0=constant βi is the coefficient for Xi (i=1, 2, 3, 4)

X1 = Reward Programs

X2 =HR Audit

X3= Performance appraisal

X4= Feedback Mechanisms

Z= Organisational climate (Moderator)

ε = Error Term

X_iZ= Product term / interaction term of organisational climate with each of the independent variables (X_1, X2, X3, X4).

Moderated multiple regression (MMR) was used to test the moderating effect of Organisational climate. MMR analysis was used to compare the moderating effect of the organisational climate by analyzing and interpreting the R^2 change in the models obtained from the model summaries so as to test the hypothesis that organisational climate moderates the relationship between performance management initiatives and Service Delivery.

3.9.3 Study Hypothesis

Different tests were carried out to test the hypothesis as indicated on table 3.4.

Table 3.4: Tests for Hypotheses

Objectives	**Hypothesis**	**Type of Tests**	**Interpretation**
To establish the influence of reward programs on service delivery in state corporations in Kenya.	**Ho_1:** Reward programs have no significant influence on service delivery in state corporations in Kenya.	Pearson correlation Linear regression analysis	If p value < 0.05 reject null hypothesis if p value is > 0.05 fail to reject the null hypothesis.
To determine the influence of HR audit on service delivery in state corporations in Kenya.	**Ho_2:** HR audit has no significant influence on service delivery in state corporations in Kenya.	Pearson correlation Linear regression analysis	If p value < 0.05 reject null hypothesis if p value is > 0.05 fail to reject the null hypothesis.
To establish the influence of performance appraisal on service delivery in state corporations in Kenya.	**Ho_3:** Performance appraisal has no significant influence on service delivery in state corporations in Kenya.	Pearson correlation Linear regression analysis	If p value < 0.05 reject null hypothesis if p value is > 0.05 fail to reject the null hypothesis.
To determine the influence of feedback mechanisms on service delivery in state corporations in Kenya.	**Ho_4:** Feedback mechanisms have no significant influence on service delivery in state corporations in Kenya.	Pearson correlation Linear regression analysis	If p value < 0.05 reject null hypothesis if p value is > 0.05 fail to reject the null hypothesis.
To establish the moderating effect of organizational climate on the relationship between performance management initiatives and service delivery in state corporations in Kenya.	**Ho_5:** Organizational climate has no moderating effect on the relationship between performance management initiatives and service delivery in state corporations in Kenya.	Pearson correlation Moderated multiple regression analysis	If p value < 0.05 reject null hypothesis if p value is > 0.05 fail to reject the null hypothesis.

3.9.2 Normality Test

Multiple regression analysis requires that data is normality distributed. Hence, to test normality, skewness and kurtosis statistics were used. Skewness which is the extent to which a distribution of values deviates from symmetry around the mean was used to test normality of the data (Norusis, 1994). A value of zero meant that the distribution was symmetric, while a positive skewness indicated a greater number of smaller values, and a negative value indicates a greater number of larger values. A kurtosis value near zero indicated the shape of data was close to normal. A negative value indicated a distribution which was more flat than normal, and a positive kurtosis indicates a shape peaked than normal. Creswell (2008) indicate that Kurtosis and skewness statistics of +/-2 are adequate for statistical analysis.

3.9.3 Multicollinearity Test

To test multicollinearity, variable inflation factor (VIF) and Tolerance statistics were used in this study. Wooldridge (2011) have it that multicollinearity exists where VIF is greater than 10 and Tolerance is less than 0.1. Multicollinearity exists where there is a high degree of association between independent variables and hence distorting the results of the study models. Multicollinearity where it exists is solved by deleting one of the highly correlated variables. This problem was solved by ensuring that there was a large enough sample as multicollinearity is not known to exist in large samples.

3.9.4 ANOVA Test

Analysis of Variance (ANOVA) was done to establish whether the whole model was a significant fit of the data. ANOVA is a method for testing the assumption that there is no significant difference among three or more sample means. It tests the assumption about means by comparing two different estimates of the population variances (Hinkelmann & Kempthorne, 2008). ANOVA consists of calculations that provide information about the levels of variability within a regression model and forms a basis for test of significance. Pagano (2004) indicated that ANOVA test can be used to determine the impact that the independent variables have on the dependent variable in a regression model.

3.9.5 Correlation Analysis

Correlation analysis was done by computation of Pearson correlation coefficient. Pearson's correlation coefficient is a test statistics that measures the statistical relationship, or association, between two variables. It is known as the best method of measuring the association between variables of interest because it is based on the method of covariance (Tabachnick and Fidell (2007). It gives information about the magnitude of the association, or correlation, as well as the direction of the relationship. As a rule of thumb, Choudhury (2009) gave a guideline that can be applied in establishing the strength of the relationship. This is as shown in Table 3.5.

Table 3.5 Guidelines for Strength of Relationship

Value of r	Strength of the Relationship
-1 to -0.5 or 1.0 to 0.5	Strong
-0.5 to -0.3 or 0.3 to 0.5	Moderate
-0.3 to -0.1 or 0.1 to 0.3	weak

Source, Choudhury (2004).

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter describes the analysis followed in analysing a discussion of the research findings. The chapter evaluates the response rate, reliability and validity of the survey constructs, analysis of the general background information of the respondents and descriptive analysis of the study variables and presents the statistical analysis and discussions of the results as well as the implications arising from the findings thereof. The open ended questions were analysed qualitatively expounding on the research questions for this study. The analysis and discussions presented were guided by the objectives and research questions relating to this study.

4.2 Response Rate

The target population of the study was the 170 state corporations in Kenya. According to the presidential taskforce report, the total number of state corporations in Kenya stands at 187. However, 17 of them were yet to be enacted and developed (RoK, 2013). A sample of 118 State corporations was drawn as presented in Appendix III. A total of 118 questionnaires were delivered to the organizations out of which 97 filled questionnaires were returned while 21 questionnaires were never returned.

This represented an 82% response rate which was considered satisfactory for the study. Kelley, Clark, Brown, Vivienne and Sitzia (2003) set an adequate response rate at 75% while Richardson (2005) stated that a response rate of 50% was adequate. Mugenda (2008) states that a response rate of 50% is adequate, 60% and above good, and above 70% very good. Further, according to Kothari (2004), a response rate of 50% is considered average, 60-70% is considered adequate while anything above 70% is considered to be excellent response rate. A study carried out by Hellen (2015) on the relationship between HRM practices and labour productivity in state corporations yielded a response rate of 83 % which she considered excellent. Therefore, a response rate of 82%, cognizant of the sensitive nature of the study, was considered adequate. The high response rate is attributed to the techniques applied in administration of the questionnaire which ranged from the use of contact persons, making follow up calls and using research assistants who were trained prior to the exercise. Response rate statistics are presented in Table 4.1.

Table 4.1: Response Rate

Response Rate	Frequency	Percent
Responded	97	82%
No Response	21	18%
Total	**118**	**100%**

4.3 Reliability Analysis

Data reliability was assessed by computing a Cronbach's alpha reliability coefficient for each of the constructs. When the Cronbach alpha is low, it indicates low reliability and this means that the measuring instrument is not consistent in its measurement. Finchilescu (2002), however, indicated that reliability coefficients of .70 is adequate for research instruments. Thus for this study, reliability was demonstrated since the overall Cronbach's alpha was greater than 0.7 and hence no variables had to be removed. It is clear from the results that the reliability of the questionnaire used in this study was at an acceptable level and the reliability analysis statistics are as shown on Table 4.2.

Table 4.2: Reliability Analysis

Variable	Cronbach's Alpha	No of Items	Acceptability
Reward Programs	0.795	13	Acceptable
HR Audit	0.761	12	Acceptable
Performance appraisal	0.886	12	Acceptable
Feedback Mechanisms	0.765	10	Acceptable
Organisational climate	0.731	8	Acceptable
Service Delivery	0.738	6	Acceptable

4.4 Validity of the Research Instrument

The validity of the questionnaire was determined using construct validity method. Construct validity is the degree to which a test measures an intended hypothetical construct (Mugenda & Mugenda, 2003). Using a panel of experts familiar with the construct is a way in which this type of validity can be assessed. The experts can examine the items and decide what that specific item is intended to measure (Kothari, 2004).

The study used different groups of experts in the field of human resource management and issued them with the questionnaires. The experts were required to assess if the questionnaires helped in establishing the influence of performance management initiatives on service delivery in state corporations in Kenya. This was in order to enable the establishment of the content and construct validity of the research instrument. The recommendations from these experts and the pilot study respondents were used to improve on the data collection instrument.

Further, to ensure validity of the research instrument, the questionnaire was pre-tested on eight respondents who were selected using purposive sampling from four state corporations in the category of devolved functions. The category was not part of the target population and this ensured that those who participated in the pilot study had no chance of appearing in the actual sample. This was done by applying the half split method where four respondents were selected for the category of human resource management and the other four from the line management level of the respective corporations.

This enabled a comparison of views from the two different categories of employees to be achieved. Owing to their experience both were considered to be knowledgeable in the research interest areas since they are directly involved in the management of performance as well as service delivery in their respective organisations. All the issues raised by the pilot study were incorporated in the final questionnaire, taking caution not to lose the intended information.

4.5 Descriptive Analysis

Descriptive analysis was used to describe the basic features of the data collected and the quantitative descriptions presented in tables and figures. Descriptive analysis preceded quantitative analysis of the data done to test the hypotheses proposed by the research model. General descriptive statistics of the study variables were summarized through the use of frequencies, percentages, means, standard deviation and figures. The researcher started by a general analysis on the demographic data got from the respondents which included; - the gender, age, years worked within the organization, academic qualifications and respondent’s department and job title. This was followed by a description of the study variables under various sections of the questionnaire.

4.5.1 Respondents Gender

The respondents were required to indicate their gender by ticking against the option of either male or female. The findings from the responses indicated that majority of the respondents at 57.7% were male while the remaining 42.3% were female. Information from the gender distribution is to ascertain that there is a balance in distribution of views collected from both sides of gender. The findings indicate that while male respondents were slightly more than female respondents, there was diversity in the respondents and hence the data collected was not expected to be distorted by factors relating to data distribution.

This is also an indicator that state corporations are in compliance with the gender equality rule in the Kenyan constitution which states that none of the gender should be more than two thirds. This proves state corporations to be gender sensitive institutions that give equal opportunities to both males and females. Gender distribution is presented in Table 4.3.

Table 4.3: Respondents' Gender

Respondents Gender	Frequency	Percent
Male	56	57.7%
Female	41	42.3%
Total	**97**	**100%**

4.5.2 Age of the Respondents

The study required the respondents to state their age category. From the findings, majority of the respondents at 39% were aged between 35-44 years, those between 45-55 years were 23%, and 21% between 26-35 years, 11% were over 55 years while 6% were 18-25 years. This indicates that majority of the employees employed by state corporations are aged above 35 years indicating that majority of the respondents are capable of giving information that is useful to this study based on experience . The findings are presented in Table 4.4.

Table 4.4: Age of the Respondents

Age Respondents	Frequency	Percent
18-25 Years	6	6 %
26-35 years	20	21%
35-44 Years	38	39%
45- 55 years	22	23%
Over 55 years	11	11%
Total	**97**	**100%**

4.5.3 Duration Worked with the State Corporation

The respondents were required to state the number of years they had worked with the state corporation. Majority of the respondents at 44% had worked for 6-10 years, 29% had worked for 2-5 years, 15% for 11 years and more while 12% had worked for less than 2 years. The findings indicate that majority of the respondents at 59% had worked with the state corporation long enough to be conversant with the operations in state corporations, and therefore, were better placed to provide crucial information required for the study.

Hence, information provided was reliable and could be used to make conclusions on the study hypotheses and variables. The findings also indicate that employees stay in employment for long periods within state corporations, and therefore a good indication of high retention levels in these organisations. This can be attributed to the aspect of permanent and pensionable employment contracts which gives security of tenure to employees in public organisations. Findings are presented in Table 4.5.

Table 4.5: Duration worked in state Corporation

Duration worked	Frequency	Percent
Less than 2 years	12	12%
2-5 Years	28	29%
6-10 Years	43	44%
Over 11 years	14	15%
Total	**97**	**100%**

4.5.4 Highest Education Level of the Respondents

The study sought to determine the respondents' highest level of education. Majority of the respondents were found to be holders of masters' degrees at 29 percent, while those with bachelor's degree were 34 %, the higher national diploma holders stood at percent, while diploma/ certificate levels and PhD holders were 11%. Notably, majority of the respondents were holders of bachelor's degree and above. The findings are similar to those recorded by Wario (2012) in a similar study where he indicated that a majority of the population had bachelor's degrees and above at 76%.

Since the study relied on views from line management staff, the findings confirm that the respondents possess the required skills and competencies, and were therefore in a position to give tangible information relating to performance management initiatives and service delivery in the various state corporations. Findings are presented on Table 4.6.

Table 4.6: Respondents Education Level

Education Level	Frequency	Percent
Diploma/ Certificate	11	11%
Higher National diploma	14	15%
Bachelors	33	34%
Masters	28	29%
PhD	11	11%
Total	**97**	**100%**

4.5.5 Department and Job designation of the Respondents

The study also sought to determine the departments and job designations of the respondents. This was important for determining reliability of information provided and determine whether the respondents were in a position to provide reliable information. The findings, a simple majority of the respondents at 27% were from the HR department, 19% from administration.

The other departments indicated by the respondents included, corporate services, marketing, finance and accounting production, operations, ICT and directorate services. This was a good indication confirming that the profile of employees was sufficient and well spread out, representing different departments within state corporations to give views that are representative in relation to performance management and service delivery in their respective organisations. The results are presented in in Table 4.7.

Table 4.7: Respondents Department

Department	Frequency	Frequency
Human Resource	26	27%
Corporate Services	16	16%
Finance and Accounting	5	6%
Production	5	6%
Operations	11	11%
Information communication technology	3	2%
Administration	18	19%
Marketing	9	9%
Directorate services	4	4%
Total	**97**	**100%**

On the job designation, some of the respondents the respondents held positions of human resource manager, human resource officer, financial manager, production manager, administration managers, human resource executive, service administrative managers, customer service team leader, services administrative manager, operations manager, senior administrative assistants, regional coordinator, compliance officer, senior HR. officer, assistant dean of students among others.

This is an indication that the respondents comprised of categories of employees directly involved in either performance management or service delivery, therefore, confirming that the information derived from them would accurately be applied in establishing performance management initiatives and their influence on service delivery in state corporations.

4.5.6 Category of the State Corporation

The respondents were required to indicate the sectors their organizations were falling. From the results, majority of the studied organizations at 34% fall under executive agencies while 22% were under the purely commercial state corporations, 13% were from the category of education, research and training institutions, 12 % made up the category of independent regulatory commissions, while 19% comprised of those under others. The findings indicate that responses were distributed across various categories of state corporations and hence the findings could be generalized across state organizations. Information on categories of state corporations was also necessary in analysing the variations in performance management initiatives and service delivery among state corporations Kenya. The findings are presented in Table 4.8.

Table 4.8: Category of the State Corporation

Category	Frequency	Percent
Purely Commercial	21	22%
Independent regulatory commissions	12	12%
Executive agencies	33	34%
Education	13	13%
Others	18	19%
Total	**97**	**100%**

4.5.7 Number of Full Time Staff Working at the Organization

The study sought to determine the size of the organizations by determining the number of staff working in the companies. The respondents indicated that 30% indicated that their organizations had 500-1000 employees, 19% had over 1000, 38% had 200-500 employees and 13% had less than 200 employees. The findings indicated that most of the state corporations are large sized with more than 200 employees. Findings are presented in Table 4.9.

Table 4.9: Number of Full Time Employees

Category	Frequency	Mean
Less than 200	13	13%
200-500	37	38%
500-1000	29	30%
Over 1000	18	19%
Total	97	100%

4.5.8 Reward Programs

The first objective of the study sought to establish the influence of reward programmes on service delivery in state corporations in Kenya. Study respondents were required to indicate the various reward schemes used in their organisations. The study findings revealed salary increments to be the most commonly used reward scheme at 68%. Job promotions was also mentioned by 46% 0f the respondents.

Other reward schemes established in state corporations include; bonuses, commendation letters, performance based bonuses on annual basis, fully funded holidays, long service awards, sponsorships and scholarships, annual voucher tokens, best performer rewards, certificates of long service, medical scheme, annual staff recognition programs, training, recognition certificates, gift vouchers among others. Reward entails the monetary and non-monetary payments given to employees in exchange for the work they perform.

The result reveal that majority of state corporations in Kenya have put in place a varied range of reward programmes to motivate their employees. The study sought to establish the role of employees in the development of reward programmes. The findings from the study showed that majority of the state corporations in Kenya at 51% involve their employees in implementation of reward programmes. It was also established that that employees in state corporations are given opportunities to give suggestions in regard to the development of reward programs at 39%.

However, some respondents indicated that they are not directly involved in the formulation of reward programmes. This implies that in as much as employees are involved in implementing and giving suggestions in regard to reward programmes, they are not directly involved in the formulation, and therefore chance maybe that evolving reward programmes may not be readily acceptable, and therefore fail to achieve the motivational aspect which they are put in place to fulfil. This is indicated by the fact that only 9% of the respondents agreed that they are involved in the formulation, implying that a majority at 91% felt that they were not directly involved in the formulation of reward schemes.

This was further emphasised as other respondents cited lack of transparency in formulation of reward programmes while others at 42% felt that in as much as their opinions were sought, they were not convinced that they are incorporated into the formulation of reward programmes. Findings are presented in Table 4.10. The findings indicated that the important roles played by employees in the development of reward programmes as being implementation and offering suggestions.

Table 4.10: Role of employees on development of reward programs

Role of Employees	Frequency	Percent
Formulation	9	9%
Implementation	49	51%
Suggestions	38	39%
Other	1	1%
Total	**97**	**100%**

Further, the study also sought to determine the indicators present on management support of reward programs. A simple majority of respondents at 26% indicated that the management support in their organisations was indicated by their role in communicating to staff the importance of performance management. Others indicated that management support was indicated by the resources set aside during budgetary allocations towards reward programs, use of bonuses and performance based promotions and contracts.

Moreover, the respondents stated other indicators of management support as, encouragement for hard work, conducting objective performance appraisal, availing funds for promotions, promotions from time to time, recognition by team leaders, awards at end of every financial year, sensitizations, approval of reward policies, recognition of best performers, review of reward policies among others.

The respondents were also required to rate the extent they disagreed on various statements on reward recognition programs. The respondents were required to use a scale of 1 to 5 where 1 is strongly disagree, 2 disagree, 3 not sure, 4 agree and 5 strongly agree. On whether reward boosts employee's morale and encourage them to put more efforts to their roles, a majority of the respondents at 52.6% agreed while 26.8% strongly agreed to the fact that reward boosts employee's morale and encourage them to put more efforts to their roles. Most of the respondents agreed that implementation of reward as a performance management initiative positively influenced service delivery, this is accounted by the 41.2% who agreed and 24.7% who strongly agreed to the statement.

It is clear from the results that reward programs positively influence service delivery in state corporations in Kenya. This accounted by the findings which indicate that 36.1 % agreed while 24.7% strongly agreed to the statement. Moreover 27.8% agreed while 23.7% strongly agreed to the statement that reward is based on employee performance. Further, on incentives like annual bonuses are given to encourage performance, 39.2% agreed while 25.8% strongly agreed to these statement indicating that incentives are given to encourage performance in state corporations in Kenya. On whether the rewards are given on timely basis, 24.7% agreed while 19.6% strongly agreed but 32% of the respondents who disagreed and strongly disagreed indicated that rewards are not given on a timely basis.

It is also notable that a simple majority at 31% indicated that rewards offered are not market driven. On whether reward programs are reviewed periodically a total of 30.9% agreed with 18.6% strongly agreeing to the statement. It is notable that a majority of the respondents at 54% agreed and strongly agreed to the statement that reward is effective in organization for enhancing service delivery. On overall, the results depicted that reward programs have an influence on service delivery. This is accounted for by the fact that the statements used to measure reward programs range between the mean of 3.1 to 4.0. This shows that majority of the respondents were in agreement to the statements that were used to measure reward programs. Similarly the standard deviation of majority of the items are in the range of 1.0. This indicates that the responses to the items were not deviating much from the mean. This makes reward relevant to the quality of performance of employees since rewards play an important role in the motivation of employees. Results for this variable are as shown on Table 4.11.

Table 4.11: Reward Programs

Reward Programs	SD %	D %	N %	A %	SA %	Mean	SD
Reward boosts employee's morale and encourage them to put more efforts to their roles.	1	2.1	17.5	52.6	26.8	4.02	0.79
Implementation of reward as a performance management initiative positively influence service delivery	3.1	8.2	22.7	41.2	24.7	3.76	1.018
There exists performance indicators for equity reward	7.2	11.3	37.1	22.7	21.6	3.4	1.161
Unless the rewarding system is equitable, the effect of reward will not positively influence service delivery	6.2	8.2	24.7	36.1	24.7	3.65	1.128
Remuneration at our organization is based on employees performance	19.6	9.3	19.6	27.8	23.7	3.27	1.433
Incentives like annual bonuses are given to encourage performance	6.2	13.4	15.5	39.2	25.8	3.65	1.182
Rewards are given on timely basis	13.4	18.6	23.7	24.7	19.6	3.19	1.318
Rewards offered are market driven and regularly adjusted	11.3	24.7	17.5	33	13.4	3.12	1.252
Reward programs are reviewed periodically	13.4	19.6	17.5	30.9	18.6	3.22	1.325
Reward is effective in my organization for enhancing service delivery	10.3	17.5	17.5	37.1	17.5	3.34	1.249

N=97, SD=Strongly disagree D=Disagree N=Neutral A=Agree SA= Strongly agree S.D=Standard deviation

Reward programs act as tools to encourage and motivate other employees' intention to achieve higher quality of performance. This happens out of the belief that there is a relationship between their efforts, their final performance and the benefits that accrue to what has been communicated as acceptable performance standards.

4.5.9 Human Resource Audit

The second objective of the study sought to establish the influence of HR audit on service delivery in state corporations in Kenya. The respondents were required to indicate the type of HR audits that were carried out within the state corporations in Kenya. Majority of the respondents at 35% indicated that HR audits covered strategic areas, compliance audits were represented by 33% of the respondents while 22% indicated that their organisations carried out functional audits with only 12% indicating that service audits were done at their organisations.

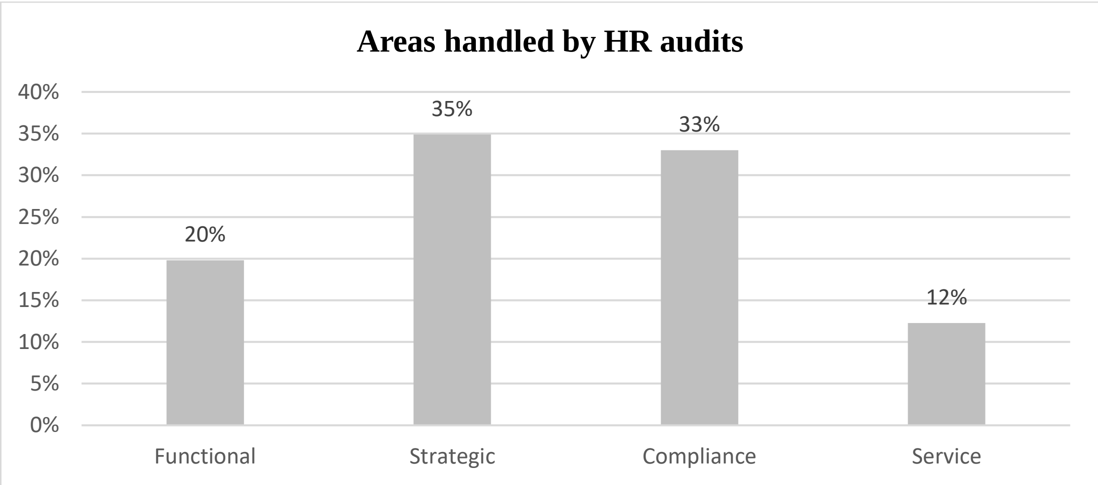

Figure 4.4: Areas Covered by HR Audits

Further, the study also sought to determine the benefits the organizations get through HR audit. The respondents indicated that the benefits of HR audits I state corporations in Kenya. A total of 54% indicated that HR audits ensured compliance with Human resource procedures while 27% indicated that HR audits ensured good governance. Other benefits indicated by the respondents include, improvement of organization performance, enhanced access to information, review of procedures, streamlining of services, transparency, policy formulation, better management, suggestions on gaps and initiatives to close them, matching qualifications with organisational needs, duties and discovering areas of weaknesses, improving financial management and service delivery. The respondents were also required to express their opinion about the performance of the HR department in their organisations. Most of the respondents at 48% indicated that the HR department was performing well and it was effective in carrying out its functions. Other respondents were of the opinion that the HR department was not well recognised and is never incorporated when developing organisational strategies but had been left to carry out administrative roles.

Other respondents indicated that the HR department was negatively viewed because of the inherent culture whereby, it is seen to be operating on tribal lines, and therefore unfair in decisions regarding employment, promotions and compensation. Overall, the opinions given by the respondents indicate that the HR department had enabled the formulation of the best policies and procedures while for others it is viewed as the core department in personnel management, important, fundamental and very significant in the organisation's growth.

The respondents were also required to indicate the challenges that the organisations faced in relation to HR audit. The challenges indicated include, increased pressure at work place, others at 6.4% felt that HR audits were done to gauge compliance with set procedures other than being broad and covering other areas such as strategic, service and functional areas. Other challenges cited by 4% were the issues of reluctance by employees to voice their opinion, employee resistance, lack of full top management support, lack of performance continuity, complexities in the HR department, laxity of external auditors, lack of time, inadequate funding to carry out the audit, inadequate, lack of valuable information and improper linking of audit to individual performance.

Other challenges cited indicated that the department is effective, but needs to incorporate current HR trends to improve performance, it also needs to increase its role towards being a value addition partner to the institutions instead of dwelling majorly on administrative routine work. From an analysis of the responses, the indication is that HR department should not only focus is on functional and compliance but also on service and strategic contribution to organization.

The respondents were also required to indicate the areas they thought the HR department was functioning well. From the results, it was indicated that HR departments had done well on employee retention, 12% indicated that their HR department was performing well in the recruitment function citing that recruiting had been made transparent, staff welfare programmes, staff training and development, reward and salary administration, good HR policies, record keeping, performance management and Communication to employees.

The study sought to know the ways through which the HR department can improve their usefulness to the organisation, the respondents indicated that this could be achieved by the department instituting systems that could enable objective employee appraisals, carrying out of HR audits effectively to gauge performance of the department , motivating employees to increase employee productivity , incorporating all staff in decision making, periodically reviewing of policies and procedures due to changing trends of HR functions and engaging all stakeholders in policy formulation and implementation.

They further indicated that the department could improve its usefulness by ensuring that they recruit the right candidates for the right position ensuring match qualification and experience to the jobs filled, providing adequate resources to the department, by properly utilizing resources allocated to it, focusing on its core functions, doing them efficiently and being accountable and responsible. The respondents were required to indicate how the HR department could help the organisations to improve their operations in line with service delivery.

From the findings, majority of the respondents at 57% indicated that the HR department should develop programmes to improve employee motivation, establish checks on set performance targets, define measures that add value to HR and the organisation, by being responsible for finding new insights and developing best practices, providing timely manpower supply by working in liaison with other managers, coming up with reward policies related to performance so as to boost staff morale (performance related pay), ensuring that only properly trained and qualified staff are hired and increasing their efforts in employee training and development and seeking staff opinions on matters affecting them. Further, the respondents indicated that the HR department could help the organisations to improve their operations in line with service delivery by investing more in training and development programmes. Other responses at 14% indicated that the HR department should enable the set up and operationalization a customer care centre.

Other suggestions given include, maintaining a working organisation structure, regular appraisals, ensuring that quality is maintained by all, realigning the institution to focus on improving customer service through rewards, performance, continuous training and enhance skills of customer service staff to adapt to the nature of stakeholders characteristics, culture change towards customer focused service delivery practices, fair remuneration and reward programs, champion and also enable the management to appreciate the link between service delivery and need to better manage service delivery. The respondents were also required to rate various statements on HR audit practices using a scale of 1 to 5 (1 - strongly disagree, 2- disagree, 3 -not sure, 4 -agree and 5- strongly agree).

The findings are presented in Table 4.12. On whether HR audits are done regularly to determine the issues affecting service delivery and organizational performance, 42.3% agreed while 21.6% strongly agreed to the statement. A total of 40.2% of the respondents agreed to the statement that functional audit are done at the organizations to analyse the effective utilisation of human resources in enhancing service delivery a further 14.4% strongly agreed to this statement. On whether service audit are done in state corporations in Kenya enhance service delivery, 34% of the respondents agreed to the statement while 23.7 strongly agreed.

Moreover the respondents were required to indicate whether compliance audits are done to ensure that the HR practices are consistent with policy, on this a majority of respondents at 67% agreed to the statement. It is worthy to note that a simple majority of 33% strongly disagreed/ disagreed to the statement that strategic audit is done to establish whether the HR practices are in line with the mission of the organisation.

Overall, from the results, the means of the statements used to measure HR audit range between 3. 3 and 3.7 showing that majority of the respondents were in agreement to the statements that were used to measure HR audit. Similarly, the standard deviation of the items are in the range of 0.8 and 1.4 indicating that the responses to the items were not deviating much from the mean.

Table 4.12: HR Audit Practice

HR Audit Practice	**SD %**	**D %**	**N %**	**A %**	**SA %**	**Mean**	**SD**
HR audits are done regularly to determine the issues affecting service delivery.	0	7.2	28.9	42.3	21.6	3.78	0.869
Functional audit are done at my organization to analyse the effective utilisation of Human resources in enhancing service delivery	1	21.6	22.7	40.2	14.4	3.45	1.021
Service audit are done at my organization and enhance service delivery	6.2	22.7	13.4	34	23.7	3.46	1.251
Compliance audit are done to ensure that the HR practices are consistent with the policies.	11.3	14.4	7.2	38.1	28.9	3.59	1.344
Strategic audit are done to establish whether the HR practices are in line with the mission of the organisation	15.5	17.5	10.3	28.9	27.8	3.36	1.445

4.5.10 Performance Appraisal

The third objective of the study sought to establish the influence of performance appraisal on service delivery in state corporations in Kenya. To achieve this objective, the study sought to determine the person in charge of performance appraisal exercise at the organization. The findings indicated that majority of the organizations at 51% had the responsibility vested with line managers while 36% of the respondents indicated that HR manager/officers were in charge of the exercise.

A further 13% indicated that the responsibility for the exercise was vested in line managers. This proves that in state corporations in Kenya, performance management is no longer the responsibility of HR managers but with line managers and immediate supervisors who interact daily with the various employees working under them. The findings are presented in Figure 4.5.

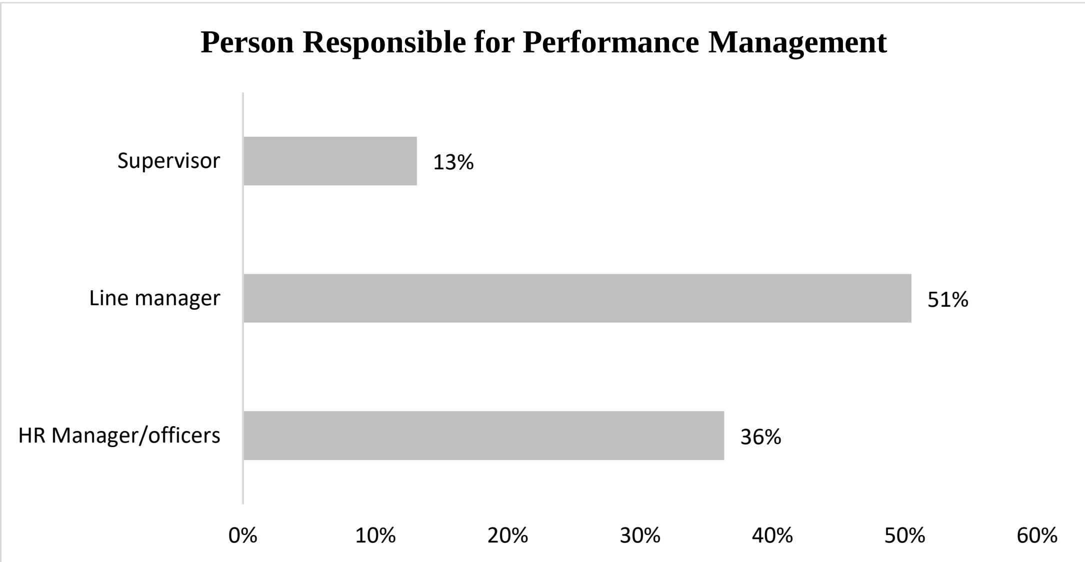

Figure 4.5: Person Responsible for Performance Management

Another aspect evaluated in this study was to establish how performance results were communicated to employees in state corporations in Kenya. Majority of the respondents at 45% indicated that performance results were communicated through emails. Other respondents at 40% indicated that their managers passed the performance results through notices while 12% indicated that performance results were communicated through face to face with their managers. The results implied emails and notices as the most common methods that are used to communicate to performance results to the employees. The findings are presented in Table 4.13.

Table 4.13: Communication of Performance Results

Communication of Performance Results	Frequency	Percent
Email	44	45%
Notice	39	40%
Face to face	12	12%
Other	2	2%
Total	**97**	**100%**

The respondents were also required to indicate how underperformance is managed in the organisations. Majority of the respondents at 40% indicated that underperformers were trained, while 19% indicated warning and counselling as a way in which underperformance is managed. This indicates the state corporations' commitment to retaining employees including under performers where to improve performance, they are trained or counselled with less organizations warning or demoting of their employees. It is also worthy to note that training as an intervention to improve performance has been embraced by majority of state corporations in Kenya. The results are presented on Table 4.14.

Table 4.14: Management of under Performers

Management of under Performers	Frequency	Percent
Warning	18	19%
Demoted	17	18%
Trained	39	40%
Counselled	18	19%
Other	5	4%
Total	**97**	**100%**

The study also sought to know from the respondents the common methods used to measure performance in state corporations in Kenya. Majority of the respondents at 53% indicated that performance was measured done using management by objectives, while 20% indicated that they use the balanced score card. There were few respondents who indicated other methods such as 360 feedback at 19% with others indicating peer review, performance contracting, performance appraisal and confidential reports as methods used in measuring performance in their respective state corporations. The findings implied that management by objectives is the most common method used to measure performance in state corporations in Kenya. The findings are as presented in Table 4.15.

Table 4.15: Methods Commonly Used to Measure Performance

Methods Commonly Used to Measure Performance	Frequency	Percent
Balanced scorecard	20	20%
360 degree feedback	18	19%
Management by Objectives	51	53%
Others	8	8%
Total	**97**	**100%**

The respondents were also required to indicate the level of agreement to various statements relating to performance appraisal using a scale of 1-5. On whether performance appraisal system was well structured, a majority of 52.6% agreed to the statement indicating that the performance appraisal system within state corporations in Kenya was well structured. A total of 49 respondents making were either neutral of disagreed to the fact that performance appraisal exercise was consistently done as scheduled. On whether performance planning and goal setting preceded performance appraisal in the organisation, 38.1% respondents agreed to the statement while 14.4% strongly agreed.

Further the respondents were required to indicate their level of agreement to the statement that performance information is used to inform the employee development needs in my organisation, 18.6% of them strongly disagreed with 10.3% agreeing, while 25.8% took a neutral stand. Moreover, on whether the line managers/ supervisors carry out performance evaluations for the employees, a majority at 34% agreed to the statement with 9.3 strongly agreeing. A minority at 18.6 % disagreed and 9.3 strongly disagreed to the statement that line managers/ supervisors carry out performance evaluations for the employees. This further confirms the assertion that line managers in state corporations in Kenya are the ones responsible for carrying out performance appraisal on the employees falling under them. The research also sought to know whether managers are well trained to carry out performance evaluations on employees to which 35.1 % of the respondents agreed, another 47.5 either strongly disagreed, disagreed or were neutral to the statement.

On whether employees participate in the formulation of performance targets and goals 46.4% either strongly disagreed, disagreed or were neutral to the statement. Therefore, 53.6% agreed to the fact that employees participate in the formulation of performance targets and goals. Overall, from the results it is shown that the means of the statements used to measure performance appraisal range between 3. 1 and 3.8. This shows that majority of the respondents were in agreement to the statements that were used to measure performance appraisal. Similarly, the standard deviation of the items are in the range of 0.7 and 1.3. This indicates that the responses to the items were not deviating much from the mean. Findings are presented in Table 4.16.

Table 4.16: Performance Appraisal

	SD	D	N	A	SA		
Performance Appraisal	%	%	%	%	%	Mean	SD
The performance appraisal system is well structured	1	3.1	25.8	52.6	17.5	3.82	0.791
The performance appraisal exercise consistently done.	7.2	17.5	25.8	32	17.5	3.35	1.173
Performance planning and goal setting precedes performance appraisal in my organisation	10.3	11.3	25.8	38.1	14.4	3.35	1.173

Performance information is used to inform the employee development needs in my organisation	18.6	10.3	25.8	30.9	14.4	3.12	1.317
The line managers/ supervisors carry out performance evaluations	9.3	18.6	19.6	34	18.6	3.34	1.241
The managers are well trained to objectively rate employees	12.4	16.5	18.6	35.1	17.5	3.29	1.283
Employees participate in the formulation of performance targets and goals	13.4	18.6	14.4	34	19.6	3.28	1.337

N=97, SD=Strongly disagree D=Disagree N=Neutral A=Agree SA= Strongly agree

S.D=Standard deviation

4.5.11 Feedback Mechanisms

The fourth objective of the study sought to establish the influence of feedback mechanisms on service delivery in state corporations in Kenya. The respondents were required to list the customer feedback channels specified in their organisations. The respondents indicated that the feedback channels included phone calls at 46%. Another 28% of the respondents indicated customer feedback forms as a feedback channel.

A minority at 4% indicated utilising social media as a feedback channel while others indicated that customer care forms, emails, letters, suggestion boxes, phone calls, face to face, contact forms, social listening, office visit, feedback forms, customer complaints records in every department, online communication customers, complaints and compliments register, memos, surveys on site activity, regular customer satisfaction surveys, websites, forums on public complaints, using committees, real users interviews and exploratory interviews as feedback channels specified in their organisations. The respondents were also required to indicate how negative customer feedback was being handled in the organisation.

In state corporations in Kenya, most of the respondents at 39% indicated that they have specified ISO procedures for handling negative feedback specifying the timelines and actions to be taken, on receiving the complaints. Others indicated that a third party is appointed to assess the customer complaint and correct it accordingly. It was also established that the customer care / Corporate service departments are mandated to handle all the customer complaints by calling or writing to the customer or assigning employees within the respective sections to handle customer issues by recording them in the online TQM system.

Some of the respondents indicated that in some instances employees become defensive in handling negative customer feedback. The respondents were required to express an opinion on how customer feedback influence service delivery. The opinions given by the respondents indicated that feedback whether positive or negative positively influences service delivery, since it enables the development of a customer oriented organisation to continuously improve its value chain and proposition others felt that the feedback challenged or encouraged employees thus improving their performance, it enables improvement of weaknesses put across by the customers. Another 19% of the respondents indicated that it makes the organisation aware of customer needs thus able to serve them better while others indicated that it leads to the development of customer tailored products, helps the organisation to realise the weaknesses of their service delivery and take corrective action.

Others indicated that customer feedback helped in identifying areas needing improvement thus improving service delivery while others were of the opinion that feedback creates good customer relationship for beneficial engagement and could influence development of product/service to the satisfaction of customers. The respondents were also required to suggest how the feedback mechanisms could be utilised to enhance service delivery at the state corporations in Kenya. A number of respondents ate 24% were if the opinion that having standby personnel to deal with customer feedback and suggestions is one way that could enhance service delivery.

Others felt that proper feedback channels should be put in place and customers made aware of them so that feedback is enhanced. Another suggestion given was that feedback and customer issues should be handled formally as opposed to the informal mechanisms used in some organisations. Other suggestions on how feedback mechanisms could be utilised to enhance service delivery included, adequately capturing and understanding the feedback, respecting confidentiality and privacy of stakeholders, creation of internet social platforms, incorporating the feedback in the final product, using mechanisms to communicate or clarify issues to customers, monitoring actions or positive or negative feedback from earlier of feedbacks and getting facts for accurate decision making and sensitize all staff on feedback mechanisms and the service delivery charter for the state corporation.

The respondents were also required to rate the agreement or disagreement to various statements in relation to stakeholder feedback mechanisms. On whether the communication channels used were effective most of the respondents at 56.7% either agreed or strongly disagreed with the remaining disagreeing or strongly disagreeing to the statement. A majority of the respondents at 55.7% agreed/ strongly agreed to the assertion that communication channels influenced service delivery while only 13.4% disagreed and 5.2% strongly disagreed to the statement. The respondents were also required to indicate whether ensuring prompt customer feedback promoted service delivery and organization performance a majority of them agreed to this statement at 30.9% while 25.8% strongly agreed. Further on the statement that adoption of E-Government had enabled delivery of quality customer service, 16.5% strongly disagreed, 12.4% disagreed, while 21.6% agreed and 27.8% strongly agreed to the statement that adoption of E- Government had enabled delivery of quality customer service.

It is evident from the results that majority of the respondents were in agreement to the statements used to measure feedback mechanisms. This is evidenced by the fact that the means ranged between 3.2 and 3.6. Similarly, the standard deviation of the items are in the range of 1.0 and 1.4. This indicates that the responses to the items were not deviating much from the mean. The results are shown in Table 4.17.

Table 4.17: Feedback Mechanisms

Feedback Mechanisms	SD	D	N	A
The communication channels used are effective	2.1	7.2	33	
The communication channels influence service delivery	5.2	13.4	24.7	
Ensuring prompt customer feedback promotes service delivery and organization performance	9.3	11.3	21.6	
Employee performance feedback promotes service delivery	10.3	9.3	19.6	
Information and Communication Technology (ICT) has led to improved service delivery	7.2	14.4	19.6	
Adoption of E-Government has enabled delivery of quality customer service	16.5	12.4	20.6	

N=97, SD=Strongly disagree D=Disagree N=Neutral A=Agree SA= Strongly agree S.D=Standar

4.5.12 Organisational Climate

The fifth objective of the study sought to establish the moderating effect of organisational climate on the relationship between performance management initiatives and service delivery in state corporations in Kenya. The respondents were required to indicate the principles of the service delivery charter if the organizations had a service delivery charter. All the respondents at 100% agreed that they have service charters in place that serve as a guide to service delivery in their respective state corporations.

The respondents further gave some of the service charter principles as solving if issues in a timely manner, customer focus, timely solutions to pressing issues, being the most preferred organisation by customers, being socially responsible by giving back to the society, being the best service organisation, being focused on better quality service, quality service delivery, effectiveness, efficiency and responsive use of resources, responsiveness, customer satisfaction, good governance, quality management, equity and fairness, providing quality services, continuous improvement, customer is always right, being the best organisation in delivering services, continuous improvement, qua, professionalism and ethics in service delivery.

The respondents were also required to explain how quality principles influenced service delivery at the organizations. The respondents at 54.6% indicated that it led to communication of what the organisation values in relation to service delivery. Others indicated that it led to continuous improvement in internal processes, led to flexibility and adaptation, ensured efficient and effective handling of problems, make the public gain more confidence and trust on state corporations, lead to improved customer satisfaction, improved customer relations, better service delivery, prompt response to customer queries and enquires, led to service delivery without discrimination, facilitated innovation and creativity and reduced customer complaints.

The respondents were also required to indicate their agreement to statements relating to organization climate. At 42.3%, respondents agreed to the statement that trust between the employee and managers led to high performance and service delivery only 3.1% disagreed to this statement. On whether organization climate where employees have job satisfaction lead to high performance and service delivery, 34% of the respondents agreed to this statement.

Further the study sought to know whether positive perceptions on the leadership leads to high performance and service delivery, this was agreed to by 34% of the respondents while 15.5% disagreed. On whether organization climate that promotes employee wellness leads to high performance and service delivery, 30.9% strongly agreed to this statement with only 16.5% disagreeing to the statement. Moreover on organization climate that promotes teamwork leads to high performance and service delivery, a majority of 29.9% of the respondents agreed to the statement while 26.8% strongly agreed.

Table 4.18: Organisational Climate

Organisational Climate	SD	D	N	A	SA
Trust between the employee and managers leads to high performance and service delivery	3.1	1	30.9	42.3	22.7
Organization climate where employees have job satisfaction leads to high performance and service delivery	3.1	14.4	17.5	34	29.9
Positive perceptions on the leadership leads to high performance and service delivery	5.2	15.5	22.7	34	22.7
An organisation climate that promotes employee wellness leads to high performance and service delivery	6.2	16.5	15.5	30.9	30.9
Organization climate that promotes teamwork leads to high performance and service delivery	19.6	16.5	7.2	29.9	26.8

N=97, SD=Strongly disagree D=Disagree N=Neutral A=Agree SA= Strongly agree S.D=Standard

Overall, the results indicate that a majority of the respondents were in agreement to the statements used to measure organisation climate. This is evidenced by the fact that the means ranged between 3.2 and 3.8. Similarly, the standard deviation of the items are in the range of 0.9 and 1.5. This indicates that the responses to the items were not deviating much from the mean. The findings are presented in Table 4.18.

4.5.13 Service Delivery Standards

The level of service delivery was also measured on a five point scale where the respondents were required to indicate the level of agreement to various statements on service delivery. On performance in service assurance within state corporations a majority of respondents at 42.3% agreed to the statement with only 2.1 disagreeing. On service reliability most of the respondents at 36.1 % agreed to the statement on service reliability. Another 18.6 disagreed to the same statement. On delivery of tangibles, 22.7% disagreed, 25.8% were neutral another 26.8% agreed to the statement while 14.4% strongly agreed.

On service responsiveness, 17.5% disagreed to the fact that their organisation was responsiveness in service delivery while 29.9% were neutral. Other employees at 24.7% strongly agreed to the statement. On empathy, a simple majority of respondents at 33% agreed to the statement while 12.4% disagreed and 22.7% being neutral. The study also sought to know whether over the past three years the organisation has been able to achieve its goals in relation to service delivery, those who either disagreed, strongly disagreed or were neutral made up 54% of the respondents with the remaining 45.4% making up the total of those who agreed and strongly agreed to this statement. The findings are presented in Table 4.19.

Table 4.19: Service Delivery Standards

Service Delivery Standards	SD	D	N	A	SA	Mean	SD
Assurance	1	2.1	39.2	42.3	13.4	3.62	0.861
Reliability	5.2	18.6	19.6	36.1	18.6	3.42	1.202
Tangibles	7.2	22.7	25.8	26.8	14.4	3.16	1.214
Responsiveness	7.2	17.5	29.9	18.6	24.7	3.33	1.287
Empathy	10.3	12.4	22.7	33	19.6	3.36	1.282
Over the past three years the organisation has been able to achieve its goals in relation to service delivery	16.5	17.5	20.6	21.6	20.6	3.09	1.422

N=97, SD=Strongly disagree D=Disagree N=Neutral A=Agree SA= Strongly agree S.D=Standard deviation

4.5.14 Aggregate of the Independent Variables

The major objective of the study was to evaluate the influence of performance management initiatives on service delivery in state corporations in Kenya. Four Performance management initiatives (Reward programs, HR audit, Performance appraisal and Feedback mechanisms) were considered as the components of the independent variable of the study. From the results realised, it is evident that majority of the respondents agreed to the fact that performance management initiatives influence service delivery. The results are as presented in Table 4.20.

Table 4.20: Summary of Means and Standard Deviations of Performance Management Initiatives

Performance Management initiative	Mean	Std.dev	Minimum	Maximum
Reward Programs	3.492	1.126	1	5
HR Audit	3.596	1.252	2	5
Performance Appraisal	3.268	1.284	2	5
Feedback Mechanisms	3.432	1.437	1	5

Ranked on a scale: 1 - 1.8 (strongly disagree): 1.8 - 2.6 (disagree): 2.6 - 3.4 (neutral) : 3.4 - 4.2 (agree): 4.2 - 5.0 (strongly agree)

This is evidenced by the fact that the means for all the items used to measure performance management initiatives ranged between 3.268 and 3.626 with the standard deviation ranging between 0.968 and 1.4. This therefore means that as organisations establish and utilise the right performance management initiatives within their organisations then their service delivery standards are also likely to increase.

4.6 Test for the Model Assumptions

To achieve the study objectives, the study highly relied on Pearson correlation analysis and multiple regression analysis. For ordinary least of squares to provide unbiased estimates of the study parameters, various assumptions that mainly normality and multicollinearity have to be in place (Creswell, 2008).

4.6.1 Test of Normality

Many data analysis methods including t-test, ANOVA and regression depend on the assumption that data was sampled from Gaussian distribution (Indiana, 2011). Multiple regression analysis requires that data is normality distributed. Hence, to test normality, skewness and kurtosis statistics were used. Skewness which is the extent to which a distribution of values deviates from symmetry around the mean was used to test normality of the data (Norusis, 1994). A value of zero meant that the distribution was symmetric, while a positive skewness indicated a greater number of smaller values, and a negative value indicates a greater number of larger values.

A kurtosis value near zero indicated the shape of data was close to normal. A negative value indicated a distribution which was more flat than normal, and a positive kurtosis indicates a shape peaked than normal. Creswell (2008) indicate that Kurtosis and skewness statistics of +/-2 are adequate for statistical analysis. From the analysis done, Reward programs had a mean of 3.4619, standard deviation of 0.6187, skewness of -0.768 and kurtosis of 0.121. The construct of HR audit had a mean of 3.5299, standard deviation of 0.7848, skewness statistic of -0.035 and kurtosis of -0.963.

The construct of Performance appraisal had a mean of 3.3652, standard deviation of 0.7065, skewness of -0.293 and standard deviation of 0.258. The construct of Feedback mechanisms had a mean of 3.4859, standard deviation of 0.8544, skewness of -0.555 and kurtosis of 1.492. The construct of organizational climate had a mean of 3.6021, standard deviation of 0.8443, skewness of -0.284 and kurtosis of -0.884. The construct of service delivery had a mean of 3.3312, standard deviation of 0.7992, skewness of -0.475 and kurtosis of 1.341.

Notably, for all the variables, skewness and kurtosis statistics were within +/-2 and hence the data was normality distributed. The normality assumption of linear regression analysis was in place. Data can be considered to be normal if the skewness and is between +1 and -1. However, values between +2 and -2 are acceptable (George, D and Mallery, P, 2005) and Pallant 2001). The findings are presented in Table 4.21.

Table 4.21: Test of Normality

Variable	Min	Max	Mean	Std. Dev	Skewness	Kurtosis
Reward Recognition	1	5	3.4619	0.6187	-0.768	0.121
HR Audit	1	5	3.5299	0.7848	-0.035	-0.963
Performance Appraisal	1	5	3.3652	0.7065	-0.293	0.258
Feedback Mechanisms	1	5	3.4859	0.8544	-0.555	1.492
Organizational Climate	1	5	3.6021	0.8443	-0.284	-0.884
Service Delivery	1	5	3.3312	0.7992	-0.475	1.341

4.6.2 Multicollinearity Analysis

Multicollinearity test therefore, helps to reduce the variables that measure the same things and also checks model redundancy (Lai & Li, 2005). According to (Kothari, 2005) if there are two variables or more variables that will have a VIF around or greater than 5, one of these variables must be removed from the regression model. From the analysis, the construct of reward programs realised a tolerance degree of 0.618 and VIF of 1.618, the construct of HR audit had tolerance degree of 0.545 and VIF of 1.834, the construct of performance appraisal had tolerance degree of 0.506 and VIF of 1.976 while the construct of feedback mechanisms had tolerance degree of 0.71 and VIF of 1.409.

The findings are presented in Table 4.22. For all the variables, the degree of tolerance for all the constructs was greater than 0 and the VIF for all the constructs less than 2. This meant that there was no Multicolinearity in the study data and, therefore, no adjustments were required and all the variables were retained for the study.

Table 4.22: Multicolinearity Test

Variable	Tolerance	VIF
Reward Programs	0.618	1.618
HR Audit Practices	0.545	1.834
Performance Appraisal	0.506	1.976
Feedback Mechanisms	0.71	1.409

4.7 Factor Analysis

Factor analysis was performed to identify the patterns in data and to reduce data to manageable levels (Field, 2006). The main purpose of conducting a factor analysis was to summarize the information contained in a number of original variables into a smaller number of factors without losing much information (Hayton, Allen & Scarpello 2004). That is the newly created variables should represent the fundamental constructs which underlie the original variables (Gorsuch, 2010; Rummel, 2008).

The factor analysis analysed the factors that measured reward programs, HR audit, performance appraisal, feedback mechanisms and service delivery. The results were generated using the rotational Varimax methods to explore the variables contained in each component for further analysis. Tabachnick and Fidell (2007) described the factor loadings as follows: 0.32 (poor), 0.45 (fair), 0.55 (good), 0.63 (very good) or 0.7 (excellent). According to Mabert and Venkataramanan (2003), Factors loadings with Eigen values (total variance) greater than 0.5 should be extracted and coefficients below 0.49 deleted from the matrix because they are considered to be of no importance.

Principal components analysis (PCA) was used in order to verify that the items tapped into their stipulated constructs, a principal components analysis with a VARIMAX rotation was executed. PCA consists of a multivariate technique for examining relationships among several quantitative variables. It allows for exposing linear relationships among a larger set of variables and obtaining fewer uncorrelated components which retain much of the information in the original data (Isebrands & Crow, 1975; Hutcheson & Sofroniou, 1999). The items were forced into three factors and the output was sorted and ranked based on a 0.5 loading cut off. Loadings of 0.5 or greater are considered very significant (Hair, Black, Babin & Anderson, 2010).

Variable factor correlations close to 1 indicating a clear association between the variable and the factor, or 0 indicating a clear lack of association (Hair *et al*. 2010). Only the items that loaded on their corresponding factors at levels of 0.5 or greater were retained for the rest of the analysis. However, for all the study variables used in this study, all item loadings were higher than 0.5 and hence no items were removed since they were all significant. The findings are presented in Appendix VI. Further, as shown in Appendix V, the variance in the factors was explained by 14 factors to 72.207%.

Hence no one factor was responsible for the relationship between the factors and hence the data was appropriate for analysis. Before conducting factor analysis, Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity were done to assess factorability of items. The Kaiser Meyer-Olkin Measure of Sampling Adequacy-KMO is a test of sample adequacy, Kaiser (1974) recommends a bare minimum of 0.5 with values between 0.7-0.8 being good while those between 0.8 and above 0.9 being great. The Bartlett's Test of Sphericity should be significant ($p<.05$) for factor analysis to be suitable (Williams, Brown, &Onsman, 2010). Table 4.22 indicates the results of the test for suitability of structure detection.

It is evident that KMO value of 0.749 is greater than 0.5 and hence data was considered suitable for factor analysis. The Bartlett's Test of Sphericity yielded a p –value of 0.000 which conforms to the general rule of $p < 0.05$. This, therefore, is an indication of suitability of data for structure detection and hence the data appropriate for analysis.

Table 4.23: Test on Suitability of the Respondent Data for Factor Analysis

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.749
Bartlett's Test of Sphericity	Approx. Chi-Square	1,656
	df	780
	Sig.	0.000

4.8 Inferential Statistics

The nature of the relationships between the variables was done by carrying out a correlation analysis. To further establish the strength of the relationships, regression analysis was carried out. Inferential statistics were carried out to test the study hypothesis. The decision rule entailed taking a 5% level of significance, and therefore the null hypothesis was rejected if the p value is less than 0.05 and accepted if the p value is more than 0.05. Performance in service delivery (y) was measured by taking an aggregate of the components used to measure service delivery in the questionnaire used for this study.

4.8.1 Bi-variate Linear Relationship between Study Variables

Correlation analysis was used to analyse the relationship between the variables reward programs, HR audit, performance appraisal, Feedback mechanisms, Organisational climate and service delivery. Pearson correlation analysis was used to measure the linear association between the study variables in this study. Values of the correlation coefficient range between -1 and +1. A correlation coefficient of +1 indicates the two variables are perfectly positively related while a correlation coefficient of -1 indicates that two variables are perfectly related in a negative linear sense. On the other hand, a correlation coefficient of 0 indicate that there is no linear relationship between the two variables (Mugenda & Mugenda, 2003).

4.8.2 Correlation Analysis for Variable Reward Programs

From the Pearson correlation analysis done to analyse the relationship between reward programs and other variables of HR audit, performance appraisal , feedback mechanisms, organisational climate and service delivery. Pearson correlation coefficient was used to determine if there is a significant relationship between the variables. From the results derived from the analysis, a positive and significant correlation is evidenced between reward programs and HR audit practices. This is shown by the fact that it had a coefficient of 0.522 and a p- value of 0.000.

This means that as reward practices increases performance in HR audit also increases in the same direction. The coefficient also showed a positive, strong and significant relationship between reward programs and performance appraisal. This is evidenced by the Pearson correlation coefficient of 0.580 and a p- value of 0.000. This, therefore, means that there is a significant positive correlation between reward programs and performance in performance appraisal. The coefficient also showed a positive, strong and significant relationship between reward and feedback mechanisms because a Pearson correlation coefficient of 0.363 and a p- value of 0.000 was realised. This means that as reward programs increase performance in feedback mechanisms also increases in the same direction. This, therefore, means that if employees are satisfied with the reward systems in place in state corporations then they are more likely to perform better.

The correlation coefficient between reward programs and organisational climate showed a moderate positive and significant relationship. This is evidenced by the coefficient of 0.449 and a p- value of 0.000. This means that as reward programs increases, the organisational climate also improves in the same direction. Organisational climate increases it leads to an increase in performance. Moreover, a moderate positive and significant relationship between reward and service delivery was established. This was indicated by the coefficient of 0.411 and a p- value of 0.000.

This means that as reward programs increase, service delivery also increases in the same direction. This makes reward relevant to the quality of performance of employees since rewards play an important role in the motivation of employees. Reward programs act as tools to encourage and motivate other employees' intention to achieve higher quality of performance this is out of the believe that there is a relationship between their efforts , their final performance and the benefits that accrue to what has been communicated as acceptable performance standards.

The results from the findings which proved that reward programs have a positive and significant influence on service delivery support the assertion by Goel (2008) where he posits that performance related pay is an effective motivator and conveys a clear message that high levels of performance are expected and will be rewarded. This corroborates the argument by Zingheim (2010) where he indicated that having the right type of rewards program will help workers to grow, mature and ultimately add value to your organization. According to him, organisations that spread pay more evenly drive away high performers and encourage the same type of performance throughout the organization.

Table 4. 24: Pearson correlation for Reward programs

			X1	X2	X3	X4	Z
X1	Pearson Correlation	.411**	1	.522**	.580**	.365**	.449**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000	0.000
	N	97	97	97	97	97	97

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

Key Y=Service DeliveryX1 = Reward, X2 =HR Audit, X3= Performance appraisal, X4= Feedback Mechanisms, Z= Organisational climate.

4.8.3 Correlation Analysis for Variable HR Audit

From the correlation analysis done to analyse the relationship between HR audit and other variables of, performance appraisal, feedback mechanisms, organisational climate and service delivery. Pearson correlation coefficient was used to determine if there is a significant relationship. From the results derived from the analysis, a positive and significant correlation is evidenced between HR audit and performance appraisal. This is shown by the fact that it had a coefficient of 0.614 and a p- value of 0.000. This means that as HR audit increases performance appraisal also increases in the same direction. The coefficient also showed a positive, strong and significant relationship between HR audit and feedback mechanisms. This is shown by the Pearson correlation coefficient of 0.489 and a p- value of 0.000. This means that there is a significant positive correlation between HR audit and feedback mechanisms.

The coefficient also showed a positive, strong and significant relationship between HR audit and organisation climate because it had a Pearson correlation coefficient of 0.527 and a p- value of 0.000. This means that as HR audit increase, organisational climate also increase in the same direction. The correlation coefficient between HR audit and service delivery showed the existence of a positive and significant relationship. This is shown by the coefficient of 0.556 and a p- value of 0.000. This means that as HR audit increases it leads to an increase in performance in service delivery.

This proves the importance of the HR department within state corporations in Kenya in motivating employees and influencing their attitudes to enable achievement of organisation objectives. Human resource practices including recruitment and selection, training and development, reward, employee separation, staff motivation, policies covering health and safety, working conditions and performance management when effectively implemented within the organisations and continuously evaluated through HR audit to ensure their effectiveness can be beneficial to the organisations.

Table 4.25 Pearson correlation for HR Audit

		X2	X3	X4	Z
X2	Pearson Correlation	1	.614**	.489**	.527**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	97	97	97	97

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

Key Y=Service DeliveryX2 =HR Audit, X3= Performance appraisal, X4= Feedback Mechanisms, Z= Organisational climate.

4.8.4 Correlation Analysis for Variable Performance Appraisal

Further analysis was done to analyse the relationship between performance appraisal and other variables namely; feedback mechanisms, organisation climate and service delivery. The Pearson correlation coefficient was used to determine the nature of the relationship. From the results obtained from the analysis, a positive and significant correlation was established between performance appraisal and feedback mechanisms. This is shown by the fact that it had a coefficient of 0.482 and a p- value of 0.000. This means that as performance appraisal increases feedback mechanisms also increases in the same direction. The coefficient also showed a positive, strong and significant relationship between performance appraisal and organisation climate.

This is shown by the Pearson correlation coefficient of 0.619 and a p- value of 0.000. This indicates that there is a significant positive correlation between performance appraisal and service delivery in state corporations in Kenya. The coefficient also showed a positive, strong and significant relationship between performance appraisal and service delivery. This was shown by the Pearson correlation coefficient of 0.590 and a p- value of 0.000. This means that as performance appraisal increase, service delivery also increase in the same direction. This echoes the recommendation by Pulakos, Mueller-Hanson and O'Leary (2008) where they recommended that managers give timely feedback candidly during performance reviews and discussions to make performance appraisal more objective and ensure they are able to enhance performance improvement. This proves performance appraisal as a useful tools that are used within state corporations to measure employee performance. If managers accurately measure employees' performance and share feedback with them in a timely manner then it becomes easy for employees to chart their way for improvement.

Table 4.26: Pearson Correlation for Performance Appraisal

		X3	X4	Z
X3	Pearson Correlation	1	.482**	.619**
	Sig. (2-tailed)		0.000	0.000
	N	97	97	97

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

Key Y=Service DeliveryX1 = Reward, X2 =HR Audit, X3= Performance appraisal, X4= Feedback Mechanisms, Z= Organisational climate.

4.8.5 Correlation Analysis for Variable Feedback Mechanisms

The coefficient also showed a positive, strong and significant relationship between feedback mechanisms and organisational climate. This is shown by the Pearson correlation coefficient of 0.593 and a p-value of 0.000. This means that there is a significant positive correlation between feedback mechanisms and organisational climate in state corporations in Kenya. The coefficient showed a positive, moderate and significant relationship between feedback mechanisms and service delivery.

This was shown by the Pearson correlation coefficient of 0.386 and a p- value of 0.000. This means that as feedback mechanisms increase, service delivery also increase in the same direction. Communication and timely performance feedback ensures that employees are aware of the requirements they need to fulfil and improve their performance. This eliminates the possibility of misunderstanding. Timely feedback enables the managers' within state corporations to also get information from other stakeholders including their customers on the shortcomings in their service devise delivery to enable them device corrective measures and aim for continuous improvement. This echoes the sentiments by Nzuve and Kaimuri (2013) in a study where they evaluated how stakeholder involvement, leadership and organisational culture affect performance management practices and concluded that if all the three are not incorporated then the performance management process is bound to fail.

Table 4.27: Pearson Correlation for Feedback Mechanisms

		X4	Z
X4	Pearson Correlation	1	.593**
	Sig. (2-tailed)		0.000
	N	97	97

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

Key Y=Service DeliveryX1 = Reward, X2 =HR Audit, X3= Performance appraisal, X4= Feedback Mechanisms, Z= Organisational climate.

4.8.6 Correlation Analysis for the Moderating Variable Organisational Climate

To establish the relationship between organisation climate as the moderating variable in this study and service delivery. Pearson correlation coefficient was used. The results from the analysis showed that there is significant and positive relationship between organisational climate and service delivery. This was indicated by the coefficient of 0.471 and a p-value of 0.000. This basically means that as organisational climate increases or is perceived to be good, service delivery increases in the same direction.

Table 4.28: Pearson Correlation for Organisation Climate

		Y	Z
Z	Pearson Correlation	.471**	1
	Sig. (2-tailed)	0.00	
	N	97	97

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

Key Y=Service Delivery, Z= Organisational climate.

4.8.7 Overall Correlation Analysis

The overall correlation analysis indicated that reward programs and service delivery had a coefficient of 0.411 and p-value of 0.000. The positive coefficient implied that reward programs is positively related with service delivery, this means that an increase in rewards will lead to increase in service delivery level and vice versa. The $p<0.01$ indicated that the positive relationship between reward programs and service delivery was statistically significant at 99% confidence level.

HR audit practice had a coefficient of correlation of 0.556 and a p-value of 0.000. This meant that as HR audit practices increase, service delivery will also increase. The relationship was significant at 99% confidence level ($P<0.01$).Performance appraisal had a coefficient of correlation of 0.590 which was indicative of the fact that performance appraisal had a positive relationship with service delivery.

This implies that if performance appraisal increases, service delivery increases and vice versa. The relationship was significant at 99% confidence level ($p<0.01$). Feedback mechanisms and service delivery had a coefficient of 0.386 indicating that feedback mechanisms positively influence service delivery. The relationship was significant at 99% confidence level ($p<0.01$). Organizational climate was also found to have positive and significant effect on service delivery ($r= 0.471$, $p<0.01$).The findings are presented in Table 4.29.

Table 4.29: Pearson Correlation Matrix

		Y	X1	X2	X3	X4	Z
X1	Pearson Correlation	.411**	1				
	Sig. (2-tailed)	0.000					
	N	97	97				
X2	Pearson Correlation	.556**	.522**	1			
	Sig. (2-tailed)	0.000	0.000				
	N	97	97	97			
X3	Pearson Correlation	.590**	.580**	.614**	1		
	Sig. (2-tailed)	0.000	0.000	0.000			
	N	97	97	97	97		
X4	Pearson Correlation	.386**	.365**	.489**	.482**	1	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		
	N	97	97	97	97	97	
Z	Pearson Correlation	.471**	.449**	.527**	.619**	.593**	1
	Sig. (2-tailed)	0.00	0.00	0.00	0.00	0.00	
	N	97	97	97	97	97	97

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

Key Y=Service DeliveryX1 = Reward, X2 =HR Audit, X3= Performance appraisal, X4= Feedback Mechanisms, Z= Organisational climate.

4.9 Influence of Performance Management Initiatives on Service Delivery

To determine the relationship between performance management initiatives and service delivery, multiple regression analysis was done. The analysis was done in two levels where the first level analysis involved establishing unmoderated effect of performance management initiatives and service delivery. Once this was done then the second level analysis involved introducing the moderating variable (Z) and determining the moderating effect of organizational climate on the relationship between performance management initiatives and service delivery. Multiple regression was run to further achieve the specific objectives of the study.

Hypothesis one: Reward programs have no significant influence on service delivery in state corporations in Kenya.

4.9.1 Reward Recognition and Service Delivery Model Summary

The coefficient of determination between reward programs and service delivery was 0.411 indicating a positive effect of reward programs on service delivery. The coefficient of determination (R squared) of 0.169 indicated that 16.9% of service delivery could be explained by reward programs. The adjusted R-square of 16% indicated that reward programs in exclusion of the constant variable explained the change in service delivery by 16%, the remaining percentage could be explained by other factors excluded from the model. The findings are presented in Table 4.30.

Table 4.30: Reward Recognition and Service Delivery Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.411a	0.169	0.16	0.73256

a. Predictors: (Constant), Reward Recognition

a) Reward Programs and Service Delivery ANOVA

The result of Analysis of Variance (ANOVA) for regression coefficient as shown in Table 4.30 revealed (F=19.058, p value = 0.000a). The results indicate that the significance of the F is 0.00 which is less than 0.05, this, therefore, implies that the regression model statistically significantly predicts the outcome variable and is, therefore, a good fit for the data. This is an indication that there exists a significant relationship between reward programs and service delivery among the state corporations in Kenya.

Table 4.31: Reward Programs and Service Delivery Model ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	10.228	1	10.228	19.058	.000a
Residual	50.445	94	0.537		
Total	60.673				

a. Predictors: (Constant), Reward programs

b. Dependent Variable: Service delivery

b) Reward Programs and Service Delivery Regression Weights

The study hypothesized that reward programs have no significant influence on service delivery in state corporations in Kenya. The study findings indicated that there was a positive significant relationship between reward programs and service delivery (β=0.411, t= 4.366 and p value 0.000). This, therefore, means that an increase in reward systems will increase service delivery significantly. Since the t was 4.366 which is greater than zero, the null hypothesis that reward programs have no significant influence on service delivery in state corporations in Kenya was rejected and the alternative hypothesis accepted.

It was, therefore, concluded that reward programs have positive significant influence on service delivery among the state corporations in Kenya. This is to mean that reward boosts employees' morale and encourages them to put more effort into their roles. Reward systems that are seen to be equitable positively influence service delivery. Moreover reward programmes that is based on employee's performance enhances employee performance to a great extent. Therefore, reward programs in state corporations in Kenya should be given on a timely basis, market driven and regularly adjusted in order for them to be effective in enhancing service delivery. The results are presented on Table 4.32.

Table 4.32: Reward Programs and Service Delivery Model Coefficients

	Unstandardized Coefficients	Std. Error	Beta	t	Sig.
(Constant)	1.505	0.425		3.541	0.001
Reward Recognition	0.528	0.121	0.411	4.366	0.000

a. Dependent Variable: Service delivery

1. **Discussion of Findings on the Relationship Between Reward Programs and Service Delivery**

The regression analysis on Table 4.29 revealed that reward programs has positive effect on service delivery in state corporations in Kenya with coefficient of correlation of 0.411. The coefficient of determination (R squared) of 0.169 indicated that 16.9% of service delivery could be explained by reward programs. This relationship was significant with the ANOVA results indicating a p value of 0.000 and F statistic of 19.058. The results are consistent with those of Were, (2014) who established a positive correlation between rewards and organisation performance.

Another study done by Njanja, Maina, Kibet and Njagi (2013) on the effects of rewards on employee performance in Nakuru found out that rewards positively affect employee performance. This implies that when performance of employees is recognised and adequate attention is paid to performance based rewards then employees are most likely to extent their efforts towards the realisation of organisational objectives. This, therefore, calls for a total rewards strategy whereby comprehensive monetary and non-monetary benefits employers provide employees in exchange for their time, talents, efforts, and results.

These benefits include health care services such as medical, dental and optical coverage, wellness offerings such as health assessment and screenings, retirement benefits as well as pensions. Good total rewards packages attract, retain, and motivate employees to do their best work, and they should be modified on a regular basis to keep employees engaged and to meet employees' changing personal and professional needs. In Kenya, following the results of this survey it means that reward plays a significant role in motivating employees to perform to the standards that can enhance service delivery in state corporations in Kenya.

For instance, respondents from state corporations in the category of public universities such as the Technical University of Mombasa, Karatina University, Kisii University and the likes indicated the presence of performance based rewards would lead to enhanced service delivery. This should be attributed to the fact that when employees are aware of what they stand to gain when they put effort in their tasks then they stay motivated which in turn heightens their performance. In another state corporation such as one in the category of executive agencies, respondents cited lacking of a medical cover, despite the fact that employee's get refunds for expenses incurred while seeking medical treatment, chances could arise where the employees lack the money to get the treatment.

This is a clear indication that although monetary incentives are important motivators, non-monetary incentives are also highly valued by employees for motivation. It, therefore, follows that organisations should give focus to both of these dimensions so as not to have instances where employees feel that they organisations have failed cater for critical needs of their employees. In the purely commercial state corporations , for instance both Kenya Electricity Generating Company and Kenya Power and Lighting Company it was established that varied rewards have been put in place which include; basic pay, allowances i.e. housing, sick leaves, medical cover, leave allowances, promotions, training, life insurance plans, retirement benefits, , performance based pay, and long service awards. This is a good example of a varied reward system that takes care of the needs of employees and motivates them to expend their efforts to the realisation of organisation objectives.

These results showing the importance of reward programs to encourage new employee behaviours aimed at achieving team and organisational goals. Mujtaba (2006) indicated that if customer satisfaction and intimacy is rewarded then employees will strive to mould their behaviours towards building good relationships with customers and so that they are able to know and satisfy their needs. Dessler (2008) noted that firms that rely on teams to manage their work must develop incentive plans that encourage teamwork and focus team members' attention on performance.

Goal (2008) argued that performance related pay was an effective motivator and conveyed a clear message that high levels of performance was expected and was being rewarded. Therefore, state corporations need to design reward programs that can be motivational to both employees and managers alike and for this, reward programs need to be timely, market driven, appropriate and effective. There is therefore need to ensure that rewards are relevant, performance based, timely and market driven in order to enhance performance in service delivery.

Hypothesis two: HR audit has no significant influence on service delivery in state corporations in Kenya.

4.9.2 HR Audit and Service Delivery Model Summary

The coefficient of determination between HR audit and service delivery was 0.556 indicating positive relationship between audit practice and service delivery. The coefficient of determination R square of 0.31 indicated that 31% of service delivery could be explained by audit practice. The adjusted R-square of 30.2% indicated that HR audit practice in exclusion of the constant variable explained the change in service delivery by 30.2%, the remaining percentage could be explained by other factors excluded from the model. The findings are presented in Table 4.33.

Table 4.33: HR Audit and Service Delivery Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.556a	0.31	0.302	0.66759

a. Predictors: (Constant), HR Audit Practices

a) HR Audit and Service Delivery ANOVA

The result of Analysis of Variance (ANOVA) for regression coefficient as shown in Table 4.33 revealed (F=42.137, p value = 0.000a). The p-value is less than 0.05 which means meant that there existed a significant relationship between HR audit practices and service delivery among the state corporations in Kenya.

Table 4.34: HR Audit Practice and Service Delivery Model ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	18.78	1	18.78	42.137	.000a
Residual	41.893	94	0.446		
Total	60.673				

a. Predictors: (Constant), HR Audit Practices

b. Dependent Variable: Service delivery

b) HR Audit and Service Delivery Regression Weights

The study hypothesized that HR audit have no significant influence on service delivery in state corporations in Kenya. The study findings indicated that there was a positive significant relationship between HR audit and service delivery among state corporations in Kenya with (β=0.556, t= 6.491 and p value 0.000). Therefore, improvements in HR audit will lead to an increase in service delivery. Since the t was 6.491, the null hypothesis that HR audit have no significant influence on service delivery among state corporations in Kenya was rejected and the alternative hypothesis accepted. It was, therefore, concluded that HR audit have positive significant influence on service delivery among the state corporations in Kenya. The findings are presented in Table 4.35.

Table 4.35: Audit Practice and Service Delivery Model Coefficients

	Unstandardized Coefficients	Std. Error	Beta	t	Sig.
(Constant)	1.341	0.314		4.269	0.000
HR Audit Practices	0.565	0.087	0.556	6.491	0.000

a. Dependent Variable: Service delivery

2. **Discussions of Findings on the Relationship Between HR Audit and Service Delivery**

The study found that HR audit has a significant positive effect on service delivery among state corporations in Kenya (r=0.556, t=6.491, p=0.000). This emphasises the fact that a well functioning human resource department has an effect on the overall performance of the organisation. This implies that as the state corporations adopt better HR audit, service delivery will improve. HR audit has an effect on human resource practices in organisations making the, HR department an enabling function within organisations that leads to achievement of organisation objectives. The results from this study are corroborated by those of Laboso, (2015) , in a study where she sought to establish the effect of human resource audit practices on performance of commercial banks in Kenya and the results showed a significant relationship (r=0.697, n=79, p<.05) between HR audit and performance of commercial banks.

The study by Laboso (2015) found that human resource audit practices in the banks are intended to enhance efficiency and effectiveness of the Human Resource functions and are geared towards improving alignment between Human Resource function and corporate strategies. The effectiveness of HR practices such as recruitment and selection, performance management, reward/ compensation, training and development, employee relations and HR services can only be assessed through HR audit. This makes it possible for the HR department to gauge its performance in relation to their functions to ensure that they continuously improve.

Improvement in the different HR functions will lead to improvement in the overall performance of the organisation, and therefore service delivery. In Kenya, the inspector of state corporations is responsible for advising the government in issues regarding state corporations. The same office has the mandate of reporting to the ministers in respect to the management practices in respect to state corporations in Kenya. It is notable that the inspector puts more emphasis on financial management and financial audits as opposed to other areas of management such as human resource management practices.

These findings support the argument by Khaef *et al.* (2010) that HR audit leads to human resources effectiveness and hence service delivery. Further, Bloom *et al*. (2006) recommended that through the HR audits, areas of weakness and strength could be identified and thus prompting for adjustments for improvements where necessary. From the findings, therefore, state corporations need to adopt HR audits to understand how well the firms are doing in having appropriate HR policies and practices.

According to Eagle (2003) primary techniques such as interviews, surveys, questionnaires and critical incidents can be used to elicit views from employees or their perceptions of the existing performance related management. Further, Bloom, *et al*. (2006) indicated that secondary tools such as policy papers and pertinent records or analysis of the decisions taken or studying the company's financials can be used to trace the history and the system of performance management.

Hypothesis Three: Performance appraisal has no significant influence on service delivery in state corporations in Kenya.

4.9.3 Performance Appraisal and Service Delivery Model Summary

The coefficient of correlation between performance appraisal and service delivery was 0.59 indicating a positive relationship between performance appraisal and service delivery. The coefficient of determination of 0.348 indicated that 34.8% of service delivery could be explained by performance appraisal practices. The findings are presented in Table 4.36.

Table 4.36: Performance Appraisal and Service Delivery Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.590a	0.348	0.341	0.64888

a. Predictors: (Constant), Performance Appraisal

The adjusted R-square of 0.341 indicated that performance appraisal in exclusion of the constant variable explained the change in service delivery by 34.1%, the remaining percentage could be explained by other factors excluded from the model. The standard error of estimate (0.64888) showed the average deviation of the independent variables from the line of best fit.

a) Performance Appraisal and Service delivery ANOVA

The result of Analysis of Variance (ANOVA) for regression coefficient as shown in Table 4.36 revealed (F= 50.1, p value = 0.000a). Since the p-value is less than 0.05 it means that there exists a significant relationship between performance appraisal and service delivery among the state corporations in Kenya.

Table 4.37: Performance Appraisal and Service Delivery Model ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	21.094	1	21.094	50.1	.000a
Residual	39.579	94	0.421		
Total	60.673				

a. Predictors: (Constant), Performance Appraisal

b. Dependent Variable : Service delivery

b) Performance Appraisal and Service Delivery Regression Weights

The study hypothesized that performance appraisal has no significant influence on service delivery in state corporations in Kenya. The study findings indicated that there was a positive significant relationship between performance appraisal and service delivery among the state corporations in Kenya (β=0.59, t= 7.078 and p value 0.000). Therefore, increase in performance appraisal systems will lead to significant increase in service delivery among the state corporations.

Since the t was 7.078, the null hypothesis that performance appraisal has no significant influence on service delivery in state corporations in Kenya was rejected and the alternative hypothesis accepted. It was, therefore, concluded that performance appraisal has a positive significant influence on service delivery among the state corporations in Kenya. This, therefore, means that a well-structured performance appraisal exercise that is consistently scheduled where performance planning and goal setting precedes performance appraisal contributes to enhancing employee performance, and therefore service delivery. This also confirms that when performance information is used to inform the employee development needs in the organisation and the line managers are well trained to carry out performance evaluations then the exercise will yield accurate results which can be relied on when making performance related decisions. All this components when incorporated into a performance appraisal exercise influence performance, and therefore service delivery in state corporations in Kenya. The results are shown on Table 4.38.

Table 4.38: Performance Appraisal and Service Delivery Model Coefficients

	Unstandardized Coefficients	Std. Error	Beta	t	Sig.
(Constant)	1.093	0.323		3.384	0.001
Performance Appraisal	0.666	0.094	0.59	7.078	0.000

a. Dependent Variable: Service delivery

3. **Discussion of Findings on the Relationship Between Performance Appraisal and Service Delivery**

Performance appraisal was found to have a positive significant influence on service delivery among the state corporations in Kenya with a coefficient of correlation of 0.59 and p-value of 0.000. The coefficient of determination of 0.348 indicated that 34.8% of service delivery could be explained by performance appraisal practices. The adjusted R-square of 0.341 indicated that performance appraisal in exclusion of the constant variable explained the change in service delivery by 34.1%, the remaining percentage could be explained by other factors excluded from the model. These results are similar to the findings of Mallaiah (2009), who conducted a survey on management of employee expectations, performance and satisfaction in University Library and found a positive correlation between performance appraisal and work performance. Most state corporations have embraced performance management process in line with the government directive and also as a way of enabling them to gain a competitive advantage. Some state corporations for instance those in the category of commercial state corporations such as the Kenya Ports Authority and others at about twenty percent have embraced the balanced score card as a performance measurement tool and this is well communicated throughout the organisation.

Employees are given an opportunity of developing their own objectives which have to be aligned to the overall organisational strategy. This makes each and every employee to work towards achieving the objectives stated in the balanced score card. At the end of the year performance from the balanced scorecard in the different dimensions is used to make decisions relating to rewards, promotions, training etc. The main objective of the balanced score card is to enable the organisations achieve its strategic objectives which are developed on a yearly basis.

This strategic objectives are concerned with satisfaction of stakeholders and maintaining of its customers. The responsibility of line managers is to assess the performance outcomes of employees under them. Through this assessment, more effort or attention should be given to areas of inefficiency so as to ensure that at the end of the year the balanced score card objectives are met. It is notable that many state corporations in Kenya have adopted the balanced score card as a way of managing performance. When effective, the appraisal process reinforces the individual's sense of personal worth and assists in developing his/her aspirations. However, accurate appraisals are crucial for the evaluation of recruitment, selection, and training procedures. Among the state corporations, measurement of employee performance will ensure that the objectives set for these employees lead to the achievement of key business goals. According to Maund (2001) appraisal is a key component of performance management of employees and the organisation at large.

H_{o4}: Feedback mechanisms have no significant influence on service delivery in state corporations in Kenya.

4.9.4 Feedback Mechanisms and Service Delivery Model Summary

The coefficient of correlation between feedback mechanisms and service delivery was 0.386 indicating positive effect of feedback mechanisms and service delivery. The coefficient of determination (R squared) of 0.149 indicated that 14.9% of service delivery could be explained by feedback mechanisms. The adjusted R-square of 0.14 indicated that feedback mechanisms in exclusion of the constant variable explained the change in service delivery by 14%, the remaining percentage could be explained by other factors excluded from the model. The standard error of estimate (0.7413) showed the average deviation of the independent variables from the line of best fit. The findings are presented in Table 4.39.

Table 4.39: Feedback Mechanisms and Service Delivery Model Coefficients

R	R Square	Adjusted R Square	Std. Error of the Estimate
.386a	0.149	0.14	0.7413

a. Predictors: (Constant), Feedback Mechanisms

a) Feedback Mechanisms and service delivery ANOVA

The result of Analysis of Variance (ANOVA) for regression coefficient as shown in Table 4.31 revealed (F=16.408, p value = 0.000a). Since the p-value is less than 0.05 it means that there exists a significant relationship between feedback mechanisms and service delivery among the state corporations in Kenya. Findings are presented in Table 4.40.

Table 4.40: Feedback Mechanisms and Service Delivery Model ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.017	1	9.017	16.408	.000a
Residual	51.656	94	0.55		
Total	60.673				

a. Predictors: (Constant), Feedback Mechanisms

b. Dependent Variable: Service delivery

b) Feedback Mechanisms and Service Delivery Regression Coefficients

The study hypothesized that feedback mechanisms have no significant influence on service delivery in state corporations in Kenya. The study findings indicated that there was a positive significant relationship between feedback mechanisms and service delivery (β=0.386, t= 4.051 and p value 0.000). Therefore, increase in feedback mechanisms will increase service delivery significantly. Since the t was 4.051, the null hypothesis that feedback mechanisms have no significant influence on service delivery in state corporations in Kenya was rejected and the alternative hypothesis accepted. It was, therefore, concluded that feedback mechanisms have positive significant influence on service delivery among the state corporations in Kenya. This is indicative of the fact that when the communication channels used within an organisation are effective and when employee performance feedback is appropriately and constructively given to them it will have a positive influence since efficient flow of information and the knowledge of performance gaps can inform on the areas where focus should be given in order to enhance service delivery.

Table 4.41: Feedback Mechanisms and Service Delivery Model Coefficients

	Unstandardized Coefficients	Std. Error	Beta	t	Sig.
(Constant)	2.078	0.319		6.52	0.000
Feedback Mechanisms	0.361	0.089	0.386	4.051	0.000

a. Dependent Variable: Service delivery

4. **Discussions of the Relationship Between Feedback Mechanisms and Service Delivery**

Feedback mechanisms and service delivery were found to have positive significant relationship with a coefficient of correlation of 0.386 indicating positive effect of feedback mechanisms and service delivery. The coefficient of determination (R squared) of 0.149 indicated that 14.9% of service delivery could be explained by feedback mechanisms. The adjusted R-square of 0.14 indicated that feedback mechanisms in exclusion of the constant variable explained the change in service delivery by 14%, the remaining percentage could be explained by other factors excluded from the model. This results are supported by those realized by study by

Neves (2012) also revealed that management was positively associated with performance. According to Neves (2012), employee communication is a key determinant of organization performance.

This is based on the fact that it facilitates exchange of information and opinion with the organization and that communication helps in improving operational efficiency thus improving organization performance. Feedback mechanisms have a positive influence on service delivery and if well utilized can lead to an increase in service delivery. This, therefore, means that when proper communication channels are used within an organisation which promote both customer and employee feedback, it guarantees better employee and organisational performance. Customer feedback channels are also important aspects in ensuring flow of information from the customers in regard to the products and services offered by the organisation.

It informs whether the products conform to the customer requirements or whether the services offered match the customers expected standards. The setup of feedback channels such as emails, forums, meetings, suggestion boxes, customer feedback forms etc. enables the organisations to collect customer related feedback which they can incorporate in their decisions to improve the products or services offered to such customers. The use of ICT and feedback mechanisms that ensure prompt customer promotes service delivery and organisational performance. From the finding in this study, it is confirmed that stakeholder feedback has a positive influence on service delivery in state corporations in Kenya. The findings compared to those of Bambacas and Patrickson (2009) who found that stakeholders should be continuously engaged through formal and informal feedback mechanisms. Such feedback can then be in putting in place measures and strategies that can enhance excellence in performance and service delivery.

Also, Cynthia (2001) indicates that when communication breaks down, and the intended message is not what was received, it can become costly in terms of wasted time, productivity, and even morale. Hughes (2003) indicates that the need for effective communication and feedback mechanisms advocates for decentralization, de-bureaucratization, public participation, citizen empowerment, innovation and use of modern Information and Communication Technology (ICT) and e-Government as measures that can advance information flow between the different subjects in the management of state corporations.

4.9.5 Unmoderated effect of performance management initiatives and service delivery

Multiple regression analysis was used to determine whether independent variables affect the dependent variable. To achieve this, Service delivery in state corporations in Kenya, as the dependent variable was regressed against four variables namely reward programs, HR audits, performance appraisal and Feedback Mechanisms as independent variables. The regression model for this study generally assumed the following equation;

$$Y= \beta 0+ \beta_1X_1+ \beta_2X_2+ \beta_3X_3+ \beta_4X_4 + BZ+ \beta_1X_1Z+ \beta_2X_2Z+ \beta_3X_3Z+ \beta_4X_4Z+ \varepsilon$$

Where; Y=Service delivery β0=constant βi is the coefficient for Xi (i=1, 2, 3, 4), X1 = Reward, X2 =HR Audit, X3= Performance appraisal, X4= Feedback Mechanisms, Z= Organisational climate (Moderator) and ε = Error Term. X_iZ= Product term / interaction term of organisational climate with each of the independent variables (X_1, X2, X3, X4)

This section examines whether the multiple regression equation can be used to explain the influence of performance management initiatives on service delivery in state corporations in Kenya without including the moderating variable effect. From the results obtained, an R of 0.642 shows that there is a positive correlation between reward, HR audit, performance appraisal, feedback mechanisms and service delivery in state corporations in Kenya.

The adjusted R of 0.386 % indicates that reward, HR audit, Performance appraisal and feedback mechanisms in exclusion of the constant variable explained the change in service delivery by 38.6%, the remaining percentage can be explained by factors not included in the model. The coefficient of determination (r-squared) of 0.412 shows that 41.2 % of service delivery can be explained by reward, HR audit, performance appraisal and feedback mechanisms and these findings are presented in Table 4.42.

Table 4.42: Model Summary on Performance Management initiatives and Service Delivery

R	R Square	Adjusted R Square	Std. Error
.642a	0.412	0.386	0.62621

a. Predictors: (Constant), Feedback Mechanisms, Reward Recognition, HR Audit Practices, Performance Appraisal

The analysis of variance (ANOVA) indicated a p-value of 0.000. This, therefore, means that the relationship between performance management initiatives and service delivery was significant at 99% confidence level. The F statistic of 15.931 was large enough to conclude that the set of variables have a significant influence on service delivery in state corporations in Kenya. This implies that reward (X1), HR audit(X2), performance appraisal(X3), and feedback mechanisms (X4), are significant predictors at explaining service delivery in state corporations in Kenya and that the model is significantly fit at 99% confidence level. The findings are presented in Table 4.43.

Table 4.43: ANOVA Results on Performance Management initiatives and Service Delivery

	Sum of Squares	df	Mean Square	F	Sig.
Regression	24.989	4	6.247	15.931	.000a
Residual	35.684	91	0.392		
Total	60.673				

a. Predictors: (Constant), Feedback Mechanisms, Reward, HR Audit Practices, Performance Appraisal

b. Dependent Variable: service delivery

Further analysis as shown in table 4.44 shows that Reward had a coefficient of 0.031, HR audit practices had a coefficient of 0.292 while performance appraisal had a coefficient of 0.42 and feedback mechanisms a coefficient of 0.056 .This indicates that the coefficient for reward was insignificant (β=0.024, t=0.233 and p=0.816), the same was the case for feedback mechanisms (β=0.06, t=0.626 and p=0.533). Hence, the variables could be removed from the model in projecting service delivery level. From the coefficients shown on Table 4.43, the model developed was as follows;

$$Y=0.592 +0.031X_1 +0.292X_2+0.42X_3+0.056X_4$$

The Beta Coefficients in the regression show that all of the tested variables had positive relationship with service delivery. The findings show that all the variables tested were statistically significant with p-values less than 0.05.

X1 = 0.031; which implied that a unit change in reward programs resulted into a 0.031 change in service delivery.

X2 = 0.292; this implied that one unit change in the HR Audit will result into a 0.292 change in service delivery.

X3 = 0.42; implied that one unit change in the performance appraisal will result into a 0.42 change in service delivery.

X4 = 0.056; implied that one unit change in feedback mechanisms will result into a 0.056 change in service delivery.

Table 4.44: Model Coefficients on Performance Management initiatives and Service Delivery

	Unstandardized Coefficients	Std. Error	Beta	t	Sig.
(Constant)	0.592	0.4		1.481	0.142
Reward	0.031	0.131	0.024	0.233	0.816
HR Audit	0.292	0.111	0.288	2.644	0.01
Performance Appraisal	0.42	0.128	0.371	3.285	0.001
Feedback Mechanisms	0.056	0.089	0.06	0.626	0.533

a. Dependent Variable: Service Delivery

5. Discussion on Performance Management Initiatives and Service Delivery

The overall objective of the study was to evaluate the influence of performance management initiatives on service delivery in state corporations in Kenya. Performance management initiatives were found to have positive and significant effect on service delivery among the state corporations as indicated by the coefficient of correlation of 0.642. The coefficient of determination was 0.412 indicating that performance management initiatives account for 41.2% of the service delivery.

Hence, as performance management initiatives increase, service delivery among the state corporations increase by 41.2%. The results are corroborated by those of Korir (2005) who studied the impact of performance contracting at the East African Portland Cement. This study found that in the presence of PCs, there is a corresponding improvement in performance. Opondo (2004) surveyed Strategic Planning and Performance of Public Corporations in Kenya, he concluded that the use of performance contracts is a process of performance management that leads to effective and efficient management practices, ensures improved staff performance, increased autonomy, and accelerated service delivery.

This means that when appropriate performance management initiatives are established within an organisation then they will enable the management of performance and ensure organizational effectiveness and efficiency. Respondents in this study generally hold the opinion that performance management initiatives influence service delivery. The results also confirm that the performance management initiatives in state corporations in Kenya are oriented towards effective service delivery. This is indicated by the fact most of the respondents from the sampled state corporations agreed to have reward programs, HR audits, performance appraisal and feedback mechanisms which were the main performance management initiatives evaluated in this study.

It would, therefore, be correct to assert that the performance management initiatives if well designed and implemented within organisations, they can contribute to forty one point two percent increase in service delivery. The findings are in line with those of previous studies like Gichovi (2013) who found that performance contracting had an influence on inspections, creation of awareness among industry players, licencing and development of innovations.

The study concluded that performance contracting had a positive influence on service delivery in the coffee industry. Further, Macaulay and Cook (1994) concluded that no one pretends managing performance is easy, but that optimum performance will come from a rigorous focused approach to managing people and performance management should be given importance to encourage excellence without peering over people’s shoulders, build motivation and commitment, measure, responsibility, involvement, feeling valued, coaching for performance, review and reward performance will helps to manage the performance in the organization.

4.9.6 Moderated Effect of Performance Management Initiatives and Service Delivery.

Ho$_5$: Organizational climate has no moderating effect on the relationship between performance management initiatives and service delivery in state corporations in Kenya.

The study sought to determine the moderating effect of organizational climate on the relationship between performance management initiatives and service delivery in state corporations in Kenya. The model summary results are presented in Table 4.44. The coefficient of determination for the relationship without moderation was 0.642 and with that of organizational climate as a moderating variable 0.645 representing an r change of 0.004. The coefficient of determination for the change statistics for the model without adjustment was 0.412 and for moderating variable 0.004. The p value for the model without moderating variable was 0.0000 implying that it was significant at 99% confidence level.

However, for the moderated model, the p value was 0.427>0.05 indicating that the moderating effect was insignificant. Hence, organizational climate has an insignificant moderating effect on the relationship between performance management initiatives and service delivery in state corporations in Kenya. The null hypothesis that organizational climate has no moderating effect on the relationship between performance management initiatives and service delivery in state corporations in Kenya was, therefore accepted and the alternative hypothesis rejected. It was, therefore, concluded that organisational climate has no significant moderation.

Table 4.45: Model Summary on Moderated Relationship between Performance Management Systems and Service Delivery

					Change Statistics				
Model	R	R^2	AR^2	SE	R	F	df1	df2	Sig. F
1	.642a	0.412	0.386	0.626	0.412	15.931	4	91	0.000
2	.645b	0.416	0.384	0.627	0.004	0.638	1	90	0.427

a. Predictors: (Constant), Feedback Mechanisms, Reward, HR Audit Practices, Performance Appraisal

b. Predictors: (Constant), Feedback Mechanisms, Reward, HR Audit Practices, Performance Appraisal, Organizational Climate

c. Dependent Variable: Service Delivery

Key: AR^2: Adjusted R Squared, SE: Standard Error

The ANOVA results for the moderated effect of performance management initiatives and service delivery in state corporations in Kenya is presented in Table 4.45. The p value and F statistic for the unmoderated effect was 0.000 and 15.931 respectively. The p value for moderated model was 0.000 with F statistic of 12.822. Notably, without the moderating variable, the model was still significant further supporting the insignificant effect of organizational climate as moderating variable.

Table 4.46: ANOVA on the Moderated Relationship between Performance Management Initiatives and Service Delivery

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.989	4	6.247	15.931	.000a
	Residual	35.684	91	0.392		
	Total	60.673	95			
2	Regression	25.24	5	5.048	12.822	.000b
	Residual	35.433	90	0.394		
	Total	60.673	95			

a. Predictors: (Constant), Feedback Mechanisms, Reward, HR Audit Practices, Performance Appraisal

b. Predictors: (Constant), Feedback Mechanisms, Reward, HR Audit Practices, Performance Appraisal, Organizational Climate

c. Dependent Variable: Service Delivery

The study findings indicated that in unmoderated model, reward had an insignificant effect on service delivery (β=0.024, t=0.233, p=0.816). Also, feedback mechanisms had an insignificant relationship with service delivery (β=0.06, t=0.626, p=0.533). In the moderated model, reward, feedback mechanisms and organizational climate had insignificant effect on service delivery with p values of 0.863, 0.785 and 0.427. The findings confirmed the insignificant moderating effect of organizational climate on the relationship between performance management initiatives and service delivery in state corporations in Kenya. Findings are presented in Table 4.47.

Table 4.47: Model coefficients on Moderated Relationship between Performance Management initiatives and Service Delivery

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	0.592	0.4		1.481	0.142
	Reward	0.031	0.131	0.024	0.233	0.816
	HR Audit Practices	0.292	0.111	0.288	2.644	0.01
	Performance Appraisal	0.42	0.128	0.371	3.285	0.001
	Feedback Mechanisms	0.056	0.089	0.06	0.626	0.533
2	(Constant)	0.564	0.402		1.403	0.164
	Reward	0.023	0.132	0.018	0.173	0.863
	HR Audit Practices	0.282	0.111	0.278	2.526	0.013
	Performance Appraisal	0.384	0.135	0.34	2.836	0.006
	Feedback Mechanisms	0.026	0.097	0.028	0.274	0.785
	Organizational Climate	0.087	0.109	0.091	0.799	0.427

a. Dependent Variable: Service Delivery

6. **Discussions on the moderating influence of organisational climate on the relationship between performance management initiatives and service delivery.**

The study found that organisational climate has no moderating effect on the relationship between performance management initiatives and service delivery. The coefficient of determination for the relationship without organizational climate moderation was 0.642 and with organizational climate as moderating variable 0.645 representing an r change of 0.004. The coefficient of determination for the change statistics for the model without adjustment was 0.412 and for moderating variable 0.004. The p value for the model without moderating variable was 0.0000 implying that it was significant at 99% confidence level. However, for the moderated model, the p value was 0.427>0.05 indicating that the moderating effect was insignificant. The hypothesis that organizational climate has no moderating effect on the relationship between performance management initiatives and service delivery in state corporations in Kenya was, therefore, accepted. This, therefore, means that organisational climate has no effect on the relationship between performance management practices and service delivery.

These findings were contrary to Kagaari (2011) where he sought to establish the moderating influence of organisational culture and climate in public universities in Uganda. A moderating influence of organisational culture and climate on performance management practices and managed performance was established and confirmed. Gray (2007) further argues that a supportive work environment is related to employees' performance and argues that a positive environment will result in motivated employees who enjoy their work. The findings by this study contradicts the expectation that organisational climate is a moderator to the relationship between performance management initiatives and service delivery. Several researchers have studied and proved the relationship between organizational climate and organizational performance.

But most of these studies only consider certain aspects of organizational climate and outcomes that are related to these aspects. For example, the relation between service climate and customer satisfaction (Pugh, Wiley & Brooks, 2002), the relation between safety climate and safety outcomes (Hofmann & Mark, 2006; Wallace & Chen, 2006), the relation between risk taking climate and knowledge creation in the unit (Smith, Collins, & Clark, 2005), and the relation between innovation climate and creativity (Pirola-Merlo & Mann, 2004).

The moderating role of climate strength has been tested in a number of empirical studies, with contrasting findings. Schneider, Salvagio and Subirats (2002) found only one out of their four climate strength hypotheses (managerial support) was supported when testing the moderating role of climate strength on the relationship between climate and customer satisfaction in bank branches although four out of five predictive hypotheses with customer perceptions were supported. Salvagio, Schneider and Subirats (2000), in a sample of boundary bank employees, examined whether climate strength moderated the impact of units' service climate on customer perceptions of service quality.

They argued that when climate strength is high, employees may provide a united front to customers, making the customers experience of service quality more consistent over time and across employees. They posited that when climate for service is high, and there is a high climate strength, customer perceptions of service quality should be higher than when climate strength is low, because under strong climate conditions customers are experiencing more consistent service. Lindell and Brandt (2000), found no significant interaction effects when looking at well-being in military units and outcomes in US local emergency planning committees.

However, this is not to mean that organizational climate has no effect on service delivery since a significant positive effect was established from the findings. From the research findings, it is notable that organisational climate is worth investigating especially in today's dynamic business environment and because of its relationship to valued organisational outcomes.

However, the effects it has on organisational outcomes may be complex and this makes it necessary to examine the various types of climates. In this future direction, it is suggested that future research focuses on the interactions the several other types of climates have on service delivery unlike using the global climate construct as applied in this research. Shminke (2005) in their review of climate literature concluded that multi climate models should be developed which specify interactive effects of concurrent climates on relevant outcome criteria. They gave the different types of climate as being; Innovative climates, service climates, leadership climates, support climate, justice climate and growth climate.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study findings, the conclusion drawn and the recommendations for policy and future research. The overall objective of the study was to evaluate the influence of performance management initiatives on service delivery among state corporations in Kenya. Specifically, the study sought to establish the influence of reward programs on service delivery in state corporations in Kenya, to determine the influence of HR audit on service delivery in state corporations in Kenya, to establish the influence of performance appraisal on service delivery in state corporations in Kenya, to determine the influence of feedback mechanisms on service delivery in state corporations in Kenya and to establish the moderating effect of organizational climate on the relationship between performance management initiatives and service delivery in state corporations in Kenya.

5.2 Summary

5.2.1 To establish the influence of reward programs on service delivery in state corporations in Kenya.

The study found that state corporations had adopted reward schemes that included performance based job promotions, performance based bonuses on annual basis, fully funded holidays, long service awards, salaries increment, performance contracting, sponsorships and scholarships, annual voucher tokens, best performer reward, dividends, provident fund, special leaves, annual staff recognition programs, medical scheme, sponsorship to various destinations, training and gift vouchers. The results of analysis on the extent to which various rewards are used by the state corporations, it was established that salary increments, bonuses and recognition certificates are extensively used. However, the use of fringe benefits is not common. On whether reward programs boost employee morale and encourage them to put more efforts to their roles. It was confirmed that reward boost employee's morale to a great extent.

On whether rewards offered are market driven and regularly adjusted, it was depicted that rewards are not market driven nor regularly adjusted in state corporations in Kenya. On equity in the reward system, it was established that equity is present in the organisations reward structure and reward programs positively influence service delivery. It was established for instance at National Hospital Insurance Fund(NHIF) that the organization has reward policies in place that ensure equal pay for equal work, nondiscrimination, internal and external equity as well as performance based rewards.

At KENGEN and KPLC it was established that rewards are established which include basic pay and allowances such as housing, medical cover, leave allowances, sick leaves, promotions, training, life insurance plans, retirement benefits, performance based pay and long service awards. The regression analysis results revealed that reward programs has strong positive effect on service delivery of state corporations among state corporations in Kenya with coefficient of correlation of 0.411. This confirms that reward programs have a great influence on service delivery in state corporations. Reward programs can, therefore, be used as effective means of influencing employees in state corporations to improve performance in service delivery.

5.2.2 To determine the influence of HR audit on service delivery in state corporations in Kenya.

The study found that HR audits were being done at the state corporations covering majorly strategic areas, checks for compliance to policies and procedures as well as functional HR audit. The benefits of HR audits were found to include improvement of organization performance, compliance with human resource procedures, good governance, management control, enhanced access to information, review of procedures, matching qualifications with duties, improvement in service delivery and enhanced employee recruitment and retention.

Some of the challenges noted with HR audit in organisations that hamper its effective utilization of can be summarised as , lack of management support in state corporations when it comes to implementation of HR audits, resistance from managers to participate in HR audits as well as non-implementation of HR audit results. The opinion from the respondents was also that the HR department should focus on formulating HR policies in line with the business objectives and invest more in training and development programmes.

On whether HR audits are done regularly it was established that HR audits are done regularly in all state corporations in Kenya with respondents citing the benefits as useful in indicating the performance trend, need for restructuring and the need for review of HR functional areas. The coefficient of determination indicated that thirty four point eight percent of service delivery could be explained by performance appraisal practices. This indicates that HR audit accounts for a change in service delivery by 0. 556. It, therefore, means that adoption of HR audits has a significant positive effect on service delivery in state corporations in Kenya. On the relationship between HR audit and service delivery among the state corporations in Kenya, the study found that HR audit practices had significant positive effect on service delivery among state corporations in Kenya and it was established that service delivery increased by 55.6 percent for those organisations that carry out HR audit. This meant that as the state corporations adopt better HR audit practices, service delivery will improve.

5.2.3 To establish the influence of performance appraisal on service delivery in state corporations in Kenya.

The study found that state corporations had adopted performance appraisals with most of them using management by objectives and the balanced score card as techniques to measure performance with a few using appraisal and 360^0 feedback. From the data gathered from the research, it was found that state corporations have well-structured performance appraisal systems and the performance appraisal exercise is done consistently as scheduled.

It was found that performance appraisal implementation in state corporations in Kenya is done on the basis of the government initiated performance contract which is in line with the government strategic plan. From the strategic plan, state corporations formulate their organisational objectives which serve as the basis for the performance planning and objective setting in relation to the different departments and employees within the organisations.

It is depicted from the results that the line managers are in charge of the performance appraisal exercise in the state corporations. It was also notable that majority of state corporations in Kenya focus on training and counselling employees as a way of managing underperformance as opposed to demotions and warnings. From analysis of the relationship between performance appraisal and service delivery, it was established that performance appraisal has a significant influence on service delivery in state corporations in Kenya.

5.2.4 To determine the influence of feedback mechanisms on service delivery in state corporations in Kenya.

State corporations were found to have feedback mechanisms in place ranging from online media, phone calls, customer feedback forms, social media, suggestion boxes, customer contact forms, emails, letters, and forums on public complaints among others. It is was established that ISO procedures have been put in place for handling customer complaints and most managers indicated that customer feedback is treated as important since it is through these feedback that service delivery standards can be known. These feedback mechanisms were found to significantly and positively affect service delivery. The coefficient of determination (R squared) indicated that fourteen point nine percent of service delivery could be explained by feedback mechanisms.

5.2.5 To establish the moderating effect of organizational climate on the relationship between performance management initiatives and service delivery in state corporations in Kenya.

The study found that organisational climate has no influence on the relationship between performance management practices and service delivery. The coefficients of determination for the relationship without organizational climate moderation and with organizational climate as moderating variable representing an r change of 0.004. The p value for the model without moderating variable was significant at ninety nine percent confidence level.

However, for the moderated model, the p value was 0.427>0.05 indicating that the moderating effect was insignificant. The null hypothesis that organizational climate has no moderating effect on the relationship between performance management initiatives and service delivery in state corporations in Kenya was therefore accepted. It was also established that organisational climate has a positive influence on service delivery but does not moderate the relationship between performance management initiatives and service delivery.

The findings by this study contradicts the expectation that work climate is an excellent predictor of organisational and employee performance. However, this is not to mean that organizational climate has no effect on service delivery since a significant positive effect was established. This individual components of organisational climate evaluated in this study indicated organisational climate as having a positive influence on service delivery. It was established that trust between the employees and their managers' leads to high performance and service delivery. The study also found out that an organisation where employees have job security, positive perceptions on leadership, an organisation that promotes employee wellness and team work all have a positive and significant effect on service delivery.

5.3 Conclusions

The study concluded that reward programs as have been used by state corporations in Kenya positively and significantly affect service delivery. The study further concluded that reward programs in state corporations are equitable and given on a timely manner. It was also concluded that reward programs in state corporations are not market driven nor based on employee performance. This is so because most state corporations pay their employees based on the grade structure specified for public servants in Kenya. If customer satisfaction and intimacy is rewarded then employees will strive to mould their behaviours towards building good relationships with customers and so that they are able to know and satisfy their needs.

Further, rewards demonstrate to employees that their behaviour is appropriate and should be repeated. Hence, state corporations that adopt superior reward programs will deliver superior services. State corporations need to design rewards programs that can be motivational to both employees and managers alike. The study further concluded that reward programs need to be equitable for them to positively influence service delivery. The study further concludes that rewards should be based on employees' performance, be given on a timely basis, market driven and reviewed periodically for them to encourage employees to put more effort in their tasks and enhance service delivery. The study concludes that HR audit practices have significant positive effect on service delivery among state corporations in Kenya. This means that as the state corporations adopt better HR audit practices, service delivery will improve. State corporations, therefore, need to adopt HR audits to understand how well the firms are doing in having appropriate HR policies and practices.

HR audit practices ensures effectiveness and efficiency of Human Resource management and is an important tool in improving the performance of Human resource management in terms of compliance, service delivery, enabling innovation and development as well as the financial performance. The study further concludes that performance appraisal has positive significant influence on service delivery among the state corporations in Kenya. When effective, the appraisal process reinforces the individual's sense of personal worth and assists in developing his/her aspirations. However, accurate appraisals are crucial for the evaluation of recruitment, selection, and training procedures.

Among the state corporations, measurement of employee performance will ensure that the objectives set for these employees lead to the achievement of key business goals. In the case of service delivery, the evaluation of employee performance should focus on measuring aspects of performance that can lead to enhanced service standards and in that way the state corporations can utilize performance appraisal to ensure service standards are adhered to and upheld by employees. The service charter for example can serve as a guide to the expected service standards and evaluation of employee performance can be based on how well they adhere to the service delivery standards in the service delivery charters of the respective state corporations they work for. The study also concludes that feedback mechanisms positively and significantly influence service delivery among the state corporations. Hence, a state corporation that adopts feedback mechanisms will have better service delivery. Feedback mechanisms advocate for decentralization, de-bureaucratization, public participation, citizen empowerment, innovation and use of modern Information and Communication Technology and e-Government as measures that can advance information flow between the different subjects in the management of state corporations.

The study concludes that organisational climate has no moderating effect on the relationship between performance management practices and service delivery. However, this is not to mean that organizational climate has no effect on service delivery since a significant positive effect was established. Organization climate does make a difference to an organization's performance because it indicates how energizing the work environment is for employees. There is clearly more to an organization's performance than an energized employee or the presence of certain organisational and leadership characteristics.

State corporations, therefore, need to adopt a supportive work environment which will result to motivated employees who enjoy their work. The differences in organisational climate explains the differences in quality of service across organisations and the extent to which service providers are able to realize high levels of commitment and satisfactions towards their jobs.

The study finally concludes that performance management initiatives have a positive effect on service delivery among the state corporations. Hence, as performance management initiatives increase, service delivery among the state corporations. High performance is the ultimate goal but if organisations ignore the interests of their customers then their efforts may be futile. A well performing performance management system will be considered highly by the governments since it will facilitate delivery of service.

5.4 Recommendations

The study recommends that state corporations in Kenya to adopt reward as they positively and significantly affect service delivery. If customer satisfaction and intimacy is rewarded then employees will strive to mould their behaviours towards building good relationships with customers and so that they are able to know and satisfy their needs. State corporations therefore need to design rewards programs that can be motivational to both employees and managers alike and for this, reward programs need to be timely, market driven, appropriate and effective.

The study recommends that state corporations in Kenya continuously adopt HR audit practices since they will lead to improved service delivery. State corporations therefore need to conduct HR audits to enable understanding of how well the firms are doing in having appropriate HR policies and practices. HR audit practices will ensure effectiveness and efficiency of human resource management and is an important tool in improving the performance of human resource management in terms of compliance, service delivery, enabling innovation and development as well as the financial performance.

The study also recommends for enhanced use of performance appraisal tools since they have positive and significant influence on service delivery among the state corporations in Kenya. When effective, the appraisal process reinforces the individual's sense of personal worth and assists in developing employees aspirations. Accurate appraisals are crucial for the evaluation of recruitment, selection, and training procedures.

The measurement of employee performance within state corporations will ensure that the objectives set for these employees lead to the achievement of key business goals. In the case of service delivery, the evaluation of employee performance should focus on measuring aspects of performance that can lead to enhanced service standards and in that way the state corporations can utilize performance appraisal to ensure service standards are adhered to and upheld by employees.

The study also recommends for enhanced use of feedback mechanisms since they positively and significantly influence service delivery among the state corporations. Hence, a state corporation that adopts feedback mechanisms will have better service delivery. Feedback mechanisms advocate for decentralization, de-bureaucratization, public participation, citizen empowerment, innovation and use of modern Information and Communication Technology and e-Government as measures that can advance information flow between the different subjects in the management of state corporations.

The study further recommends that state corporations adopt positive organisational climate supportive of performance management initiatives and able to enhance service delivery. State corporations therefore, need to adopt a supportive work environment which will result into a motivated workforce who enjoy their work. The differences in organisational climate explains the differences in quality of service across organisations and the extent to which service providers are able to realize high levels of commitment and satisfactions towards their jobs.

The study finally recommends for enhanced use of performance management initiatives since they will lead to improved service delivery among the state corporations. This becomes necessary since service delivery remains paramount to private entities and more importantly public funded organizations. The institutions need to continuously monitor the environment and determine the appropriate initiatives that need be adopted to improve customer service standards. A well performing performance management system will be considered highly by the governments since it will facilitate delivery of service.

5.4.1 Recommendation for Policy

The study found that reward programs significantly improve service delivery among state corporations in Kenya. Therefore, state corporations come up with policy guidelines that will lead to design rewards programs that can be motivational to both employees and managers alike and for this, reward programs need to be timely, market driven, appropriate and effective. With improvement in reward programs, service delivery among state corporations will significantly improve.

Generally, performance management initiatives were found to have positive effect on service delivery. To any government, service delivery to the public is their main objective. The study recommends that the government issues policy guidelines requiring all state corporations to adopt service charters. Further, a harmonized detailed performance management initiatives policy should be formulated to ensure that no one state institution is left out in providing improved services to the public. State corporations further need to continuously monitor the environment and determine the additional initiatives that need be adopted to improve customer service.

5.5 Areas for Further Research

This study examined performance management initiatives and their effect on service delivery among the state corporations in Kenya. The study concentrated on describing the initiatives and how those initiatives affected service delivery. The study did not examine the differences in performance management among the state corporations to establish whether differences in service delivery among the firms are attributed to the performance management initiatives. A further study is, therefore, recommended to determine whether performance management initiatives adopted could explain the differences in performance among various state corporations.

The current study also studied performance management initiatives and service delivery on a sample drawn from all classes of state corporations. Further study is, therefore, recommended where a repeat study can be done not on all state corporations but on class basis. This will ensure that the findings can be compared among the various classes of state corporations and determine whether performance management initiatives affects service delivery in equal magnitude. This study used perceptual measures to measure performance in service delivery. These could be biased in some cases. Different results could be obtained by maybe using other measures such as customer satisfaction. Service delivery data can be collected from customers' point of view since state corporation's staff may think that service delivery has improved when actually that may not be the case.

Since this research focused on the global construct of organisational climate as a moderating variable for the relationship between performance management initiatives and service delivery. It is suggested that future research be done focusing on service climate since this is a type of climate that is focused to the outcome of service delivery. This could help in determining whether service climate moderates the relationship between performance management initiatives and service delivery

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APPENDICES

APPENDIX I: QUESTIONNAIRE

The study seeks to investigate the effect of performance management initiatives on service delivery in state corporations in Kenya. All the information will be treated with total confidentiality and data collected used purely for academic purposes only. Please answer all questions as indicated required and do not indicate your name anywhere on the questionnaire.

SECTION A: BACKGROUND INFORMATION

1. Gender

   Male [ ]

   Female [ ]

2. What is your age bracket?

   18 – 25 Years [ ]

   26 - 35 Years [ ]

   35 - 44 years [ ]

   45 – 55 years [ ]

   Over 55 years [ ]

3. For how long have you been working with the state corporations?

   Less than 2 years [ ]

   2 – 5 years [ ]

   6 – 10 years [ ]

   11 years and more [ ]

4. What is your highest level of education?

   Diploma Certificate [ ]

   Higher National diploma [ ]

   Bachelors [ ]

Masters [ ]

Phd [ ]

5. Give your job details below.
   a) Department………………………………
   b) Job designation……………………………
6. Which sector does your State Corporation fall under?

Purely Commercial [ ]

Independent regulatory commissions [ ]

Executive agencies [ ]

Others [ ] Please specify…………………...

7. How many Full time staff are working in your organization? …………………...

SECTION B: REWARD PROGRAMS

Part A.

8. List the types of reward schemes present in your organisation.

(i). ………………………………..
(ii). …………………………………
(iii). …………………………………

9. (a) When involving employees in the development of reward programs, what are their roles?

(i). Formulation [ ]
(ii). Implementation [ ]
(iii). Suggestions [ ]

10. (a) What are the indicators that show that management supports reward programs in your organisation?

(i). ……………………………………….
(ii). ………………………………………..
(iii). ………………………………………..

Part B.

Using a scale of 1 to 5 where 1 is strongly disagree, 2 disagree, 3 not sure, 4 agree and 5 strongly agree, please indicate your agreement to the following statements in relation to use of reward programs to enhance service delivery at your organization?

	REWARD PROGRAMS	**5**	**4**	**3**	**2**	**1**
11	Reward boosts employee's morale and encourage them to put more efforts to their roles.					
12	Implementation of reward as a performance management initiative positively influence service delivery					
13	There exists performance indicators for equity reward					
14	Unless rewarding and recognition system is equitable, the effect of reward will not positively influence service delivery					
15	Remuneration at our organization is based on employees performance					
16	Incentives like annual bonuses are given to encourage performance					
17	Rewards are given on timely basis					
	Rewards offered are market driven and regularly adjusted					
18	Reward programs are reviewed periodically					
19	Reward is effective in my organization for enhancing service delivery					

SECTION C: HR AUDIT PRACTICE

Part A.

20. If a HR audit is carried out within your organization, what areas in HR are audited?

    (i). Functional [ ]
    (ii). Strategic [ ]
    (iii). Compliance [ ]
    (iv). Service [ ]

21. What benefits does your organization get through HR audit?

    (i). ………………………………………..
    (ii). ……………………………………….
    (iii). ………………………………………..

22. Suggest ways of improving the HR audit in your organization.

    (i). ………………………………………..
    (ii). ……………………………………….
    (iii). ………………………………………..

23. What do you think about the HR department generally?
    ....
    ....
    ....
    ..

24. In what ways do you think the department is functioning well? What are the present strengths?
    ....
    ....
    ....
    ....
    ....

25. In what ways do you think the department can improve its usefulness? What are the present weaknesses? How do you think the department could help your organisation to improve its operations in line with service delivery?

Part B.

26 Please rate the following statements in relation to HR audits at your organization. Use a scale of 1 to 5, where (1 - strongly disagree, 2- disagree, 3 -not sure, 4 -agree and 5- strongly agree).

	HR AUDIT PRACTICE	**5**	**4**	**3**	**2**	**1**
27	HR audits are done regularly to determine the issues affecting service delivery and organizational performance					
28	Functional audit are done at my organization to analyse the effective utilisation of Human resources in enhancing service delivery					
29	Service audit are done at my organization and enhance service delivery					
30	Compliance audit are done to ensure that the HR practices are consistent with the policies.					
31	Strategic audit are done to establish whether the HR practices are in line with the mission of the organisation					

SECTION D: PERFORMANCE APPRAISAL

Part A

32. Who is in charge of the performance appraisal exercise in your organization?

(iv). HR Manager/officers [ ]
(v). Line manager [ ]
(vi). Supervisor [ ]

33. How are performance results communicated to the employees?

(i). Email [ ]
(ii). Notice [ ]
(iii). Face to face [ ]

34. How are underperformers treated in your organization?

(i). Warning [ ]
(ii). Demoted [ ]
(iii). Trained [ ]
(iv). Counselled [ ]

35. What are the methods commonly used to measure performance?

(i). Balanced scorecard [ ]
(ii). 360 degree feedback [ ]
(iii). Total quality management [ ]
(iv). Others………………………………(specify)

Part B

Please indicate your agreement to the following statements in relation to your organization. Use a scale of 1 to 5, where (1 - strongly disagree, 2 -disagree, 3- not sure, 4 -agree and 5- strongly agree).

	PERFORMANCE APPRAISAL	**5**	**4**	**3**	**2**	**1**
36	The performance appraisal system is well structured					
37	The performance appraisal exercise consistently done as scheduled					
38	Performance planning and goal setting precedes performance appraisal in my organisation					
39	Performance information is used to inform the employee development needs in my organisation					
40	The line managers/ supervisors carry out performance evaluations for the employees					
41	The managers are well trained to objectively rate employee performance					
42	Employees participate in the formulation of performance targets and goals					
43	The performance appraisal exercise consistently done as scheduled					

SECTION E: FEEDBACK MECHANISMS

44. List the feedback channels specified in your organisation?

    (i). ……………………………………………………..
    (ii). ……………………………………………………..
    (iii). ……………………………………………………..

45. How is negative feedback handled among employees?
    ....
    ....
    ....
    ..
46. In your own opinion how can feedback mechanisms influence service delivery?
    ....
    ....
    ....
    ..
47. Suggest how the feedback mechanisms can be utilised to enhance service delivery in State corporations in Kenya?

    ………………………..……………………………………………………………
    ……………………………………………………………………………………
    ……………………………………………………………………………...........
    ......

Part B

Please indicate your agreement to the following statements in relation to stakeholder feedback mechanisms. Use a scale of 1 to 5, where (1 - strongly disagree, 2 -disagree, 3 -not sure, 4 -agree and 5 -strongly agree).

	FEEDBACK MECHANISMS	**5**	**4**	**3**	**2**	**1**
48	The communication channels used are effective					
49	The communication channels influence service delivery					
50	Ensuring prompt customer feedback promotes service delivery and organization performance					
51	Employee performance feedback promotes service delivery					
52	Information and Communication Technology (ICT) has led to improved service delivery					
53	Adoption of E-Government has enabled delivery of quality customer service					

SECTION F: ORGANISATIONAL CLIMATE

54. If your organization has a service delivery charter list the principles of the service delivery charter?

(i). ……………………………………………………..
(ii). ……………………………………………………..
(iii). ……………………………………………………..

55. Explain how this principles influence service delivery at your organisation

(i). ……………………………………………………..
(ii). ……………………………………………………..
(iii). ……………………………………………………..

56. Outline the importance of the organisational climate as a key factor in the relationship between performance management initiatives and service delivery by state corporations in Kenya.
..…………………………...……………………………………………………
………………………………………………………………………….................
....

Part B

Please indicate your agreement to the following statements in relation to organization climate. Use a scale of 1 to 5, where (1 - strongly disagree, 2 -disagree, 3- not sure, 4- agree and 5- strongly agree)

	ORGANISATIONAL CLIMATE	**5**	**4**	**3**	**2**	**1**
57	Trust between the employee and managers leads to high performance and service delivery					
58	Organization climate where employees have job satisfaction leads to high performance and service delivery					
59	Positive perceptions on the leadership leads to high performance and service delivery					
60	An organisation climate that promotes employee wellness leads to high performance and service delivery					
61	Organization climate that promotes teamwork leads to high performance and service delivery					

SECTION G: PERFORMANCE IN SERVICE DELIVERY

Please indicate the extent to which you agree to the following attributes as dimensions of service delivery in your organisation. Use a scale of 1-5, where (1-Not at all, 2 small extent, 3-moderate extent, 4-large extent and 5- very large extent)

	Service Delivery Standards	**5**	**4**	**3**	**2**	**1**
62	Assurance					
63	Reliability					
64	Tangibles					
65	Responsiveness					
66	Empathy					
67	Over the past three years your organisation has been able to achieve its goals in relation to service delivery					

APPENDIX II: TOTAL POPULATION OF STATE CORPORATIONS IN KENYA

NAME AND CATEGORY OF STATE CORPORATIONS
Purely Commercial State Corporations = 34
1. Agro-Chemical and Food Company
2. Kenya Meat Commission Kenya
3. Muhoroni Sugar Company Ltd
4. Nyayo Tea Zones Development Corporation
5. South Nyanza Sugar Company Limited
6. Chemilil Sugar Company Ltd
7. Nzoia Sugar Company
8. Simlaw Seeds Kenya
9. Simlaw Seeds Tanzania
10. Simlaw Seeds Uganda
11. Kenya National Trading Corporation (KNTC)
12. Kenya Safari Lodges and Hotels Ltd. (Mombasa Beach Hotel, Ngulia Lodge, Voi Lodge)
13. Golf Hotel Kakamega
14. Kabarnet Hotel Limited
15. Mt Elgon Lodge
16. Sunset Hotel Kisumu
17. Jomo Kenyatta Foundation
18. Jomo Kenyatta University Enterprises Ltd.
19. Kenya Literature Bureau (KLB)
20. Rivatex (East Africa) Ltd.
21. School Equipment Production Unit
22. University of Nairobi Enterprises Ltd.
23. University of Nairobi Press (UONP)
24. Development Bank of Kenya Ltd.
25. Kenya Wine Agencies Ltd (KWAL)
26. KWA Holdings
27. New Kenya Co-operative Creameries
28. Yatta Vineyards Ltd
29. National Housing Corporation
30. Research Development Unit Company Ltd
31. Consolidated Bank of Kenya
32. Kenya National Assurance Co. (2001) Ltd
33. Kenya Reinsurance Corporation Ltd

34. Kenya National Shipping Line
State Corporations with Strategic Functions =19
1. Kenya Animal Genetics Resource Centre
2. Kenya Seed Company (KSC) Fisheries
3. Kenya Veterinary Vaccine
4. National Cereals & Produce Board (NCPB)
5. Kenyatta International Convention Centre
6. Geothermal Development
7. Kenya Electricity Generating Company (KENGEN
8. Kenya Electricity Transmission Company (KETRACO)
9. Kenya Pipeline Company (KPC
10. Kenya Power and Lighting Company (KPLC)
11. National Oil Corporation of Kenya
12. Numerical Machining Complex
13. National water conservation and pipeline
14. Kenya Broadcasting Corporation
15. Postal Corporation of Kenya
16. Kenya Post Office Savings Bank
17. Kenya Airports Authority (KAA
18. Kenya Ports Authority (KPA)
19. Kenya Railways Corporation (KRC)
State Agencies - Executive Agencies = 52
1. Bomas of Kenya
2. Water Services Trust Fund
3. Leather Development Council
4. Agricultural Development Corporation
5. Anti-Female Genital Mutilation
6. Constituency Development Fund
7. Drought Management Authority
8. Export Processing Zones Authority (EPZA)
9. Financial Reporting Centre
10. Higher Education Loans
11. Information and Communications Technology Authority
12. Investor Compensation Fund Board
13. Kenya Academy of Sports
14. Kenya Accountants &Secretaries National Examination Board (KASNEB)
15. Kenya Deposit Protection Authority
16. Kenya Ferry Services Ltd (KFS)
17. Kenya Film Development Service

18. Kenya Institute of Curriculum Development
19. Kenya Law Reform Commission
21. Kenya Medical Supplies Authority
22. Kenya National Bureau of Statistics
23. Kenya National Examination Council (KNEC)
24. Kenya National Highways Authority (KeNHA)
25. Kenya National Innovation Agency
26. Kenya Ordnance Factories Corporation
27. Kenya Roads Board (KRB) Kenya Roads Board Act,
28. Kenya Trade Network Agency
29. Kenyatta National Hospital State Corporations Act,
30. LAPSSET Corridor Development Authority
31. Local Authorities Provident Fund
32. Moi Teaching and Referral Hospital
33. Nairobi Centre for International Arbitration
34. National Aids Control
35. National Cancer Institute of Kenya
36. National Coordinating Agency for Population & Development
37. National Council for Law Reporting
38. National Council for Persons with Disabilities
39. National Hospital Insurance Fund
40. National Industrial Training Authority
41. National Irrigation Board
42. National Museums of Kenya
43. National Quality Control Laboratories
44. National Social Security Fund
45. National Youth Council National Youth Council
46. Nuclear Electricity Board Kenya
47. Policy Holders Compensation Fund
48. Sports Kenya
49. The Kenya Cultural Center
50. Tourism Fund
51. Unclaimed Financial Assets Authority
52. National Campaign against Drug Abuse Authority
State Agencies - Independent Regulatory Agencies = 20
1. Agricultural, Fisheries and Food Authority
2. Commission for University Education
3. Communications Commission of Kenya
4. Competition Authority

5. Council for Legal Education
6. Energy Regulatory Commission
7. Kenya Civil Aviation Authority
8. Kenya Film Regulatory Service
9. Kenya Maritime Authority
10. Kenya National Accreditation Service
11. National Commission for Science, Technology and Innovations
12. National Construction Authority
13. National Environmental Management Authority (NEMA)
14. National Land Transport & Safety Authority
15. Public Benefits Organizations Regulatory Authority
16. Public Procurement Oversight Authority
17. Technical and Vocational Education and Training Authority
18. Tourism Regulatory Authority
19. Water Services Regulatory Board
20. Kenya Bureau of standards
State Agencies - Research Institutions, Public Universities, Tertiary Education and Training Institutions = 45
1. Bukura Agricultural
2. Chuka University
3. Cooperative University College
4. Dedan Kimathi University
5. Egerton University Egerton
6. Embu University College
7. Garissa University College
8. Jaramogi Oginga Odinga
9. Jomo Kenyatta University of Agriculture and Technology
10. Karatina University
11. Kenya Agricultural and Livestock Research
Organization
12. Kenya Forestry Research Institute
13. Kenya Industrial Research &
14. Kenya Institute of Mass Communication
15. Kenya Institute of Public Policy Research & Analysis (KIPPRA)
16. Kenya Marine and Fisheries Research Institute
17. Kenya Medical Research Institute (KEMRI)
18. Kenya Medical Training College (KMTC)
19. Kenya Multi-Media University
20. Kenya School of Government

21. Kenya School of Law	
22. Kenya Utalii College (KUC)	
23. Kenya Water Institute Kenya	
24. Kenyatta University Kenyatta	
25. Kibabii University College	
26. Kirinyaga University College	
27. Kisii University	
28. Laikipia University	
29. Maasai Mara University	
30. Machakos University College	
31. Maseno University	
32. Masinde Muliro University of Science and Technology	
33. Meru University of Science and Technology	
34. Moi University	
35. Murang'a University College	
36. National Crime Research Center	
37. Pwani University	
38. Rongo University	
39. South Eastern Education,Science and Technology	
40. Taita Taveta University College	
41. Technical University of Mombasa	
42. The Technical University of Kenya	
43. University of Eldoret	
44. University of Kabianga	
45. University of Nairobi	
Total Number of State Corporations	**=170**

Source: Presidential Taskforce Report on Parastatal Reforms of 2013(RoK, 2013)

APPENDIX III: SAMPLED STATE CORPORATIONS IN KENYA

NAME AND CATEGORY OF STATE CORPORATIONS
Purely Commercial State Corporations = 24
1. Kenya Meat Commission Kenya
2. Muhoroni Sugar Company Ltd
3. Nyayo Tea Zones Development Corporation
4. Chemilil Sugar Company Ltd
5. Simlaw Seeds Kenya
6. Kenya National Trading Corporation (KNTC)
7. Kenya Safari Lodges and Hotels Ltd. (Mombasa Beach Hotel, Ngulia Lodge, Voi Lodge)
8. Golf Hotel Kakamega
9. Sunset Hotel Kisumu
10. Jomo Kenyatta Foundation
11. Kenya Literature Bureau (KLB)
12. Rivatex (East Africa) Ltd.
13. University of Nairobi Enterprises Ltd.
14. Development Bank of Kenya Ltd.
15. Kenya Wine Agencies Ltd (KWAL)
16. KWA Holdings
17. New Kenya Co-operative Creameries
18. National Housing Corporation
19. Consolidated Bank of Kenya
20. Kenya National Assurance Co. (2001) Ltd
21. Kenya National Shipping Line
22. Kenya National Reinsurance Corporation
23. Agro Chemical and Food Company
24. School Equipment Production Unit
State Corporations with Strategic Functions =13
1. National Cereals & Produce Board (NCPB)

2. Kenyatta International Convention Centre
3. Kenya Electricity Generating Company (KENGEN
4. Kenya Pipeline Company (KPC
5. Kenya Power and Lighting Company (KPLC)
6. National Oil Corporation of Kenya
7. National water conservation and pipeline
8. Kenya Broadcasting Corporation
9. Postal Corporation of Kenya
10. Kenya Post Office Savings Bank
11. Kenya Airports Authority (KAA
12. Kenya Ports Authority (KPA)
13. Kenya Railways Corporation (KRC)
State Agencies - Executive Agencies =36
1. Bomas of Kenya
2. Water Services Trust Fund
3. Leather Development Council
4. Agricultural Development Corporation
5. Anti-Female Genital Mutilation
6. Constituency Development Fund
7. Drought Management Authority
8. Export Processing Zones Authority (EPZA)
9. Higher Education Loans
10. Information and Communications Technology Authority
11. Kenya Accountants &Secretaries National Examination Board (KASNEB)
12. Kenya Ferry Services Ltd (KFS)
13. Kenya Film Development Service
14. Kenya Institute of Curriculum Development
15. Kenya Law Reform Commission
16. Kenya Medical Supplies Authority
17. Kenya National Bureau of Statistics

18. Kenya National Examination Council (KNEC)
19. Kenya National Highways Authority (KeNHA)
20. Kenya Roads Board (KRB) Kenya Roads Board Act,
21. Kenya Trade Network Agency
22. Kenyatta National Hospital State Corporations Act,
23. Moi Teaching and Referral Hospital
24. National Aids Control
25. National Coordinating Agency for Population & Development
26. National Council for Persons with Disabilities
27. National Hospital Insurance Fund
28. National Industrial Training Authority
29. National Irrigation Board
30. National Museums of Kenya
31. National Quality Control Laboratories
32. National Social Security Fund
33. National Youth Council National Youth Council
34. Tourism Fund
35. National Campaign against Drug Abuse Authority
36. LAPSSET Corridor Development Authority
State Agencies - Independent Regulatory Agencies = 14
1. Agricultural, Fisheries and Food Authority
2. Commission for University Education
3. Communications Commission of Kenya
4. Energy Regulatory Commission
5. Kenya Civil Aviation Authority
6. Kenya Film Regulatory Service
7. Kenya Maritime Authority
8. National Commission for Science, Technology and Innovations
9. National Environmental Management Authority (NEMA)
10. National Land Transport & Safety Authority

11. Public Procurement Oversight Authority
12. Tourism Regulatory Authority
13. Water Services Regulatory Board
14. Kenya Bureau of standards
State Agencies - Research Institutions, Public Universities, Tertiary Education and Training Institutions = 31
1. Cooperative University College
2. Egerton University Egerton
3. Jomo Kenyatta University of Agriculture and Technology
4. Karatina University
5. Kenya Forestry Research Institute
6. Kenya Industrial Research &
7. Kenya Institute of Mass Communication
8. Kenya Institute of Public Policy Research & Analysis (KIPPRA)
9. Kenya Marine and Fisheries Research Institute
10. Kenya Medical Research Institute (KEMRI)
11. Kenya Medical Training College (KMTC)
12. Kenya Multi-Media University
13. Kenya School of Government
14. Kenya School of Law
15. Kenya Utalii College (KUC)
16. Kenya Water Institute Kenya
17. Kenyatta University Kenyatta
18. Kisii University
19. Machakos University College
20. Masinde Muliro University of Science and Technology
21. Moi University
22. Murang'a University College
23. National Crime Research Center
24. Pwani University
25. Rongo University

26. South Eastern Education,Science and Technology	
27. Taita Taveta University College	
28. Technical University of Mombasa	
29. The Technical University of Kenya	
30. University of Nairobi	
31. University of Eldoret	
Total Number of Sampled State Corporations	**=118**

APPENDIX IV: LETTER OF INTRODUCTION

Introduction

I am a PHD student at Jomo Kenyatta University of Agriculture and Technology, Department of Entrepreneurship and Procurement. The title for my study is; *influence of performance management initiatives on Service Delivery in State Corporations in Kenya.* The study seeks to investigate the effect of reward programs, HR audits, performance appraisal and feedback mechanisms as performance management initiatives in enhancing service delivery.

As part of the requirement, I am supposed to collect data and would be grateful if you could consent to participate in this survey, through filling the questionnaire provided. The information provided will only be used for academic purposes only and will be treated with utmost confidentiality.

Thank you for consenting to participate in this study.

Yours Sincerely,

Damaris Gesare Monari

HD412-C004-2324/2010

Jomo Kenyatta university of Agriculture and Technology,

College of Human resource Development,

Department of Entrepreneurship and procurement,

APPENDIX V: MEASUREMENT OF VARIABLES

VARIABLE NAME	INDICATOR	MEASURE	SCALE	INSTRUMENT
Reward Programs	• Performance based pay • Incentives • Timely • Market driven	Likert/ Ordinal	5 Point Likert Scale	Questionnaires
HR Audits	• Functional audit • Service audit • Compliance audit • Strategic audit	Likert/ Ordinal	5 Point Likert Scale	Questionnaires
Performance appraisal	• Structured process • Performance Planning/ goal setting • Formal and consistent review. • Development oriented	Likert/ Ordinal	5 Point Likert Scale	Questionnaires
Feedback Mechanisms	• Customer/ stakeholder feedback • Employee Performance Feedback	Likert/ Ordinal	5 Point Likert Scale	Questionnaires
Organisational Climate	• Trust • Job satisfaction • Leadership • Employee wellness • Teamwork • Service orientation	Likert/ Ordinal	5 Point Likert Scale	Questionnaires
Service Delivery	• Reliability • Responsiveness • Assurance • Tangibles • Empathy	Likert/ Ordinal	5 Point Likert Scale	Questionnaires

APPENDIX VI: DATA CODING

Variable	Code	Factor
Reward programs	RC1	Reward boosts employee's morale and encourage them to put more efforts to their roles.
	RC2	Implementation of reward as a performance management initiative positively influence service delivery
	RC3	There exists performance indicators for equity reward
	RC4	Unless reward system is equitable, the effect of reward will not positively influence service delivery
	RC5	Remuneration at our organization is based on employees performance
	RC6	Incentives like annual bonuses are given to encourage performance
	RC7	Rewards are given on timely basis
	RC8	Rewards offered are market driven and regularly adjusted
	RC9	Reward programs are reviewed periodically
	RC10	Reward is effective in my organization for enhancing service delivery
	RC11	HR audits are done regularly to determine the issues affecting service delivery and organizational performance
HR Audit Program	HA1	Functional audit are done at my organization to analyze the effective utilisation of Human resources in enhancing service delivery
	HA2	Service audit are done at my organization and enhance service delivery
	HA3	Compliance audit are done to ensure that the HR practices are consistent with the policies.
	HA4	Strategic audit are done to establish whether the HR practices are in line with the mission of the organisation
	HA5	The performance appraisal system is well structured
Performance Appraisal	PA1	The performance appraisal exercise consistently done as scheduled
	PA2	Performance planning and goal setting precedes performance appraisal in my organisation
	PA3	Performance information is used to inform the employee development needs in my organisation
	PA4	The line managers/ supervisors carry out performance evaluations for the employees
	PA5	The managers are well trained to objectively rate employee performance
	PA6	Employees participate in the formulation of performance targets and goals
	PA7	The communication channels used are effective
Stakeholders feedback	SF1	The communication channels influence service delivery
	SF2	Ensuring prompt customer feedback promotes service delivery and organization performance
	SF3	Employee performance feedback promotes service delivery
	SF4	Information and Communication Technology (ICT) has led to improved service delivery
	SF5	Adoption of E-Government has enabled delivery of quality customer service

Variable	Code	Factor
	SF6	Trust between the employee and managers leads to high performance and service delivery
Organizational Climate	OC1	Organization climate where employees have job satisfaction leads to high performance and service delivery
	OC2	Positive perceptions on the leadership leads to high performance and service delivery
	OC3	An organisation climate that promotes employee wellness leads to high performance and service delivery
	OC4	Organization climate that promotes teamwork leads to high performance and service delivery
	OC5	Assurance
Service Delivery Standards	SD1	Reliability
	SD2	Tangibles
	SD3	Responsiveness
	SD4	Empathy
	SD5	Over the past three years your organisation has been able to achieve its goals in relation to service delivery

APPENDIX VII: TEST FOR NORMALITY

Code	Minimum	Maximum	Mean	Std. Dev	Skewness	Kurtosis
RC1	1	5	4.02	0.79	-0.81	1.42
RC2	1	5	3.76	1.02	-0.71	0.16
RC3	1	5	3.40	1.16	-0.27	-0.55
RC4	1	5	3.65	1.13	-0.69	-0.08
RC5	1	5	3.27	1.43	-0.40	-1.15
RC6	1	5	3.65	1.18	-0.71	-0.38
RC7	1	5	3.19	1.32	-0.18	-1.08
RC8	1	5	3.12	1.25	-0.17	-1.10
RC9	1	5	3.22	1.33	-0.27	-1.12
RC10	1	5	3.34	1.25	-0.45	-0.86
RC11	2	5	3.78	0.87	-0.24	-0.62
HA1	1	5	3.45	1.02	-0.23	-0.91
HA2	1	5	3.46	1.25	-0.39	-1.04
HA3	1	5	3.59	1.34	-0.73	-0.74
HA4	1	5	3.36	1.45	-0.40	-1.25
HA5	1	5	3.82	0.79	-0.58	0.90
PA1	1	5	3.35	1.17	-0.32	-0.74
PA2	1	5	3.35	1.17	-0.56	-0.45
PA3	1	5	3.12	1.32	-0.34	-0.98
PA4	1	5	3.34	1.24	-0.38	-0.89
PA5	1	5	3.29	1.28	-0.41	-0.93
PA6	1	5	3.28	1.34	-0.37	-1.10
PA7	0	5	3.63	1.02	-0.68	0.89
SF1	0	5	3.44	1.13	-0.68	0.12
SF2	0	5	3.49	1.30	-0.64	-0.44
SF3	0	5	3.49	1.28	-0.76	-0.25
SF4	0	5	3.57	1.33	-0.60	-0.62
SF5	0	5	3.29	1.47	-0.38	-1.11
SF6	1	5	3.80	0.91	-0.70	1.03
OC1	1	5	3.74	1.14	-0.61	-0.56
OC2	1	5	3.54	1.16	-0.46	-0.64
OC3	1	5	3.64	1.25	-0.58	-0.78
OC4	1	5	3.28	1.51	-0.36	-1.39

Code	Minimum	Maximum	Mean	Std. Dev	Skewness	Kurtosis
OC5	0	5	3.63	0.86	-0.80	2.75
SD1	0	5	3.42	1.20	-0.52	-0.43
SD2	0	5	3.16	1.21	-0.20	-0.67
SD3	0	5	3.33	1.29	-0.26	-0.75
SD4	0	5	3.36	1.28	-0.56	-0.51
SD5	0	5	3.09	1.42	-0.17	-1.15

APPENDIX VIII: FACTOR ANALYSIS

Code	Variable	Factor Extraction
RC1	Reward boosts employee's morale and encourage them to put more efforts to their roles.	0.73
RC2	Implementation of reward as a performance management initiative positively influence service delivery	0.81
RC3	There exists performance indicators for equity reward	0.71
RC4	Unless rewarding and recognition system is equitable, the effect of reward will not positively influence service delivery	0.69
RC5	Remuneration at our organization is based on employees performance	0.66
RC6	Incentives like annual bonuses are given to encourage performance	0.73
RC7	Rewards are given on timely basis	0.76
RC8	Rewards offered are market driven and regularly adjusted	0.70
RC9	Reward programs are reviewed periodically	0.82
RC10	Reward is effective in my organization for enhancing service delivery	0.73
RC11	HR audits are done regularly to determine the issues affecting service delivery and organizational performance	0.80
HA1	Functional audit are done at my organization to analyse the effective utilisation of Human resources in enhancing service delivery	0.68
HA2	Service audit are done at my organization and enhance service delivery	0.69
HA3	Compliance audit are done to ensure that the HR practices are consistent with the policies.	0.74
HA4	Strategic audit are done to establish whether the HR practices are in line with the mission of the organisation	0.69
HA5	The performance appraisal system is well structured	0.84
PA1	The performance appraisal exercise consistently done as scheduled	0.74
PA2	Performance planning and goal setting precedes performance appraisal in my organisation	0.78
PA3	Performance information is used to inform the employee development needs in my organisation	0.70
PA4	The line managers/ supervisors carry out performance evaluations for the employees	0.82
PA5	The managers are well trained to objectively rate employee performance	0.54
PA6	Employees participate in the formulation of performance targets and goals	0.70
PA7	The communication channels used are effective	0.79
SF1	The communication channels influence service delivery	0.67
SF2	Ensuring prompt customer feedback promotes service delivery and organization performance	0.81
SF3	Employee performance feedback promotes service delivery	0.72
SF4	Information and Communication Technology (ICT) has led to improved service delivery	0.77
SF5	Adoption of E-Government has enabled delivery of quality customer service	0.71
SF6	Trust between the employee and managers leads to high performance and service delivery	0.71

Code	Variable	Factor Extraction
OC1	Organization climate where employees have job satisfaction leads to high performance and service delivery	0.70
OC2	Positive perceptions on the leadership leads to high performance and service delivery	0.66
OC3	An organisation climate that promotes employee wellness leads to high performance and service delivery	0.74
OC4	Organization climate that promotes teamwork leads to high performance and service delivery	0.68
OC5	Assurance	0.74
SD1	Reliability	0.67
SD2	Tangibles	0.80
SD3	Responsiveness	0.76
SD4	Empathy	0.62
SD5	Over the past three years your organisation has been able to achieve its goals in relation to service delivery	0.63

APPENDIX IX: FACTOR ANALYSIS VARIANCE EXPLANATION

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.249	23.122	23.12	9.25	23.12	23.12	2.694	6.736	6.736
2	2.465	6.162	29.28	2.47	6.16	29.28	2.547	6.369	13.104
3	2.163	5.408	34.69	2.16	5.41	34.69	2.463	6.158	19.262
4	1.857	4.643	39.34	1.86	4.64	39.34	2.452	6.129	25.392
5	1.776	4.441	43.78	1.78	4.44	43.78	2.442	6.104	31.496
6	1.578	3.946	47.72	1.58	3.95	47.72	2.401	6.003	37.499
7	1.552	3.881	51.60	1.55	3.88	51.60	2.059	5.147	42.646
8	1.341	3.351	54.95	1.34	3.35	54.95	1.887	4.717	47.363
9	1.286	3.215	58.17	1.29	3.22	58.17	1.746	4.364	51.727
10	1.256	3.141	61.31	1.26	3.14	61.31	1.715	4.286	56.014
11	1.159	2.897	64.21	1.16	2.90	64.21	1.713	4.283	60.297
12	1.123	2.807	67.02	1.12	2.81	67.02	1.668	4.169	64.466
13	1.064	2.661	69.68	1.06	2.66	69.68	1.596	3.991	68.457
14	1.013	2.532	72.21	1.01	2.53	72.21	1.5	3.75	72.207
15	0.907	2.269	74.48						
16	0.862	2.154	76.63						
17	0.836	2.089	78.72						
18	0.796	1.99	80.71						
19	0.725	1.812	82.52						
20	0.683	1.708	84.23						
21	0.645	1.612	85.84						

22	0.612	1.53	87.37
23	0.544	1.36	88.73
24	0.51	1.275	90.01
25	0.492	1.231	91.24
26	0.45	1.124	92.36
27	0.388	0.97	93.33
28	0.35	0.875	94.21
29	0.339	0.847	95.05
30	0.317	0.792	95.85
31	0.282	0.705	96.55
32	0.235	0.588	97.14
33	0.217	0.542	97.68
34	0.197	0.492	98.17
35	0.159	0.398	98.57
36	0.148	0.371	98.94
37	0.144	0.361	99.30
38	0.13	0.326	99.63
39	0.085	0.212	99.84
40	0.064	0.161	100.00

APPENDIX X: RELIABILITY ANALYSIS ON STUDY MEASURES

Code	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
RC1	30.6	35.66	0.211	0.197	0.692
RC2	30.86	34.458	0.233	0.29	0.69
RC3	31.22	31.317	0.432	0.311	0.658
RC4	30.97	33.239	0.29	0.235	0.682
RC5	31.35	29.709	0.417	0.284	0.659
RC6	30.97	32.405	0.333	0.19	0.675
RC7	31.43	30.102	0.446	0.289	0.654
RC8	31.49	31.003	0.409	0.274	0.661
RC9	31.4	31.535	0.335	0.308	0.676
RC10	31.28	31.161	0.399	0.288	0.663
RC11	13.87	12.971	0.267	0.084	0.665
HA1	14.2	11.18	0.465	0.239	0.592
HA2	14.19	10.069	0.474	0.258	0.58
HA3	14.06	9.538	0.488	0.24	0.572
HA4	14.29	9.687	0.403	0.173	0.622
HA5	19.73	21.407	0.332	0.181	0.67
PA1	20.21	18.645	0.438	0.216	0.64
PA2	20.21	18.665	0.436	0.203	0.64
PA3	20.43	18.498	0.373	0.174	0.658
PA4	20.22	19.026	0.36	0.202	0.661
PA5	20.27	17.927	0.45	0.218	0.635
PA6	20.28	18.203	0.392	0.179	0.653
PA7	17.31	21.249	0.438	0.256	0.748
SF1	17.5	20.042	0.505	0.326	0.732
SF2	17.45	19.008	0.502	0.266	0.732
SF3	17.47	19.01	0.507	0.281	0.73
SF4	17.39	18.26	0.56	0.35	0.716
SF5	17.68	17.505	0.545	0.343	0.721
SF6	14.15	13.915	0.408	0.231	0.717
OC1	14.2	12.476	0.464	0.326	0.696
OC2	14.42	11.53	0.593	0.41	0.648
OC3	14.31	11.48	0.525	0.367	0.672
OC4	14.68	10.326	0.508	0.27	0.688
OC5	16.41	18.503	0.546	0.322	0.693
SD1	16.62	16.798	0.509	0.265	0.691
SD2	16.88	17.18	0.461	0.244	0.704
SD3	16.69	16.474	0.494	0.251	0.695
SD4	16.64	17.524	0.398	0.161	0.723
SD5	16.97	15.838	0.487	0.265	0.699