

INFLUENCE OF STRATEGIC PERFORMANCE BASED COMPENSATIONS AND REWARDS ON SERVICE DELIVERY AMONG CIVIL SERVANTS IN THE MINISTRY OF INTERIOR AND COORDINATION OF NATIONAL GOVERNMENT IN KENYA

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Abstract: Though there are several factors to which poor service delivery in the public service is attributed, there is hitherto scarcity of empirical evidence linking strategic performance appraisal to service delivery. In this regard, the main objective of this study was to determine the influence of strategic performance based compensations and rewards on service delivery among civil servants in the Ministry of Interior and Coordination of National Government in Nakuru North Sub-County, Kenya. The study was guided by the balanced scorecard model. A survey research design was adopted. The target population constituted all civil servants in Kenya. A sample of 96 respondents was drawn from the accessible population using stratified random sampling technique. The study used a research questionnaire in data collection. Data analysis involved data screening, data coding, data analysis, and interpretation and discussion of results of analyses. The Statistical Package for Social Sciences Version 24 tool was employed in the analysis. Data analysis involved both descriptive and inferential statistics. The study findings were presented in tables. The study established that the relationship between performance-based compensation and service delivery was not statistically significant. The study recommended that the Ministry devise clear and feasible reward criteria for all employees to motivate them to improve their performance. In this regard, it is suggested that the Ministry ought to have a clear and specific compensation criteria for all employees. Reward of performing employees should encapsulate both financial and non-financial compensation. It is important for the Ministry to acknowledge and reward superior performance of employees. One major criteria that the Ministry should consider when increasing salaries of employees, is their performance reflected by the results of respective performance appraisal.

Keywords: Compensations, Kenya, Ministry of Interior and Coordination, Rewards, Service Delivery, Strategic Performance.

I. INTRODUCTION

Performance evaluation or appraisal describes a process that facilitates an opportunity to employers of assessing the contributions of their employees to the organization with the object of developing a powerful work team. According to Capko (2003), in some practices, managers fail to emphasize on performance evaluations with the excuse that there is

much time involved in the process besides the difficulties of critiquing employees with whom they work closely. However, the merits of performance appraisal outweigh the aforementioned challenges. An ideal performance appraisal (PA) comprises a standard evaluation form, standard performance measures, guidelines for delivering feedback, and also disciplinary procedures. Evaluation of performance, when done right, can result in enforcement of acceptable boundaries of performance; enhance staff recognition and effective communication. This is in addition to motivating employees to do their best in their personal interest, practice and in the general organization's good.

Performance appraisals related to the strategic plan. This is founded on the assertion that the system encompasses both the vision and values of an entity which mirrors part of the constituents of a strategic plan. In addition to these issues, the system promotes versatility of employees, and also bolsters skill development and career advancement (Thoesen & Arnsbarger, 2006). It is further postulated that part of the tools that facilitate achievement of strategic planning objectives include a descriptive model of ideal employee skills, a financial reward system, and also a performance appraisal system. These aspects are geared towards organizational and strategic alignment. According to Maina (2011), performance appraisal can be employed as a strategic management tool.

Strategic Performance Appraisal in Public Service:

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

A closer look into the performance appraisal systems in the public sector in Cyprus by Xenopoulou (2016) brings to the fore the importance of enhancing performance and value addition at all levels especially in relation to the present economic climate. In Cyprus, it is noted that performance appraisal is not executed as it should within the stipulations of the current PA which is a manifestation of both inherent and implementation weaknesses. As such, it is widely believed that the aforesaid PA is not only difficult to implement but it is also ineffective since it does not result in improved performance, motivation, job satisfaction, ownership, responsibility and/or commitment. This is in spite of the perception by the citizenry that an effective PA ought to be characterized by feedback, participation and goals, important factors that are hitherto omitted from the present Cyprus PA.

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

The public service commission (PSC) in Kenya has developed guidelines in regard to staff Performance appraisal (SPA) in the local public service (Republic of Kenya, 2016). The system is stated to be an important element of the overall human resource management function in the public service. Staff Performance Appraisal (SPAS) encapsulate work planning, setting agreed-upon targets, feedback and reporting. The aforementioned appraisal system is associated with other human resource processes. These include recruitment, placement, training and development, career progression, rewards, and also sanctions. Accordingly, the process of performance appraisal is aimed at enabling employees to contribute towards realization of organizational objectives.

Service Delivery in Public Sector:

The World Bank emphasizes on a well-functioning public sector that delivers public services of high quality which are in cue with preferences of citizens (Shah, 2005). The public sector in line with the World Bank's mission of poverty alleviation should also be able to manage fiscal resources prudently. A report by the Organization for Economic Co-

operation and Development (OECD) indicated that policies, programmes and initiatives on open government data (OGD) have the capacity to provide several benefits from public governance and socio-economic perspectives (Ubaldi, 2013). These data provides means for developing new solutions which can be leveraged in order to innovate both the public sector processes and public service delivery (OECD, 2016).

According to Perotti (2003) public sectors in countries in Africa vary largely as a result of diverse cultural settings. Against this background, however, they share similar challenges in respect of weak performance in the realm of service delivery. This could be attributed mainly to political, social, environmental, and economic factors. While contextualizing the cases of both Nigeria and South Africa, it is asserted that for effective management of service delivery to be realized, the public service should have on board well trained or skilled workforce. This is in addition to inculcating workplace values such as competitiveness, strong customer focus, and also being both accountable and responsive to the needs of the citizenry (Okeke-Uzodike & Chitakunye, 2014).

In Lesotho, Ramataboe (2016) stated that in order to promote effective service delivery, factors such as training, communication and involvement of the management are supposed to be considered. In addition, the implementation of the performance management system in the country is widely perceived to catalyze effective service delivery in government ministries. It is stated that the failure of the performance management systems in Lesotho could be attributed to poor performance indicators of service delivery. This is albeit the fact that the quest to enhance service delivery informed the inception of performance management in both developed and developing countries (Mwita, 2000).

According to the Republic of Kenya (2017), it has been demonstrated that the National Government has prioritized the role of innovation as part of the public sector service delivery strategy. In regard to the Ministry of Public Service, Youth and Gender Affairs which falls under the purview of the Presidency, a public service delivery innovation strategy has been developed. The strategy embraces a cyclic model encapsulating idea generation, idea selection, idea implementation, and sustaining idea respectively. It is further stated that the aforementioned strategy strives to harness and mainstream public service delivery innovation across the public service with the object of ensuring effective, equitable and quality services for the achievement of sustainable development. This is informed by the fact that the service providers are required to balance competing interests, make optimal use of scarce resources and also design appropriate responses for the emerging needs and accompanying expectations of the public.

A report compiled by Gayle and Obert (2013) centred on the implementation of the service delivery indicators (SDI) in Kenyan context. The report indicated that the country does better in respect of the availability of inputs like equipment and most types of infrastructure, in comparison to both provider knowledge and effort, which were found to be significantly weak. Latter reports indicate improved approach to public service delivery. Indeed, it is acknowledged that, the Government of Kenya (GOK) while purposing to be on the same radar as the global trends, has the intention of modernizing delivery of public service. This is bound to be achieved by harnessing ideas and innovativeness of public servants and other pertinent stakeholders with the view of implementing public services that are in the interest of the clients (Republic of Kenya, 2017). The prominence of issues revolving around both service delivery and PAS made it imperative to evaluate the extent to which strategic PAS influences public service delivery in Kenya.

II. STATEMENT OF THE PROBLEM

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

III. OBJECTIVES OF THE STUDY

The study sought to assess the influence of strategic performance-based compensation and rewards on service delivery among civil servants in Nakuru North Sub-County.

IV. HYPOTHESIS OF THE STUDY

There is no statistically significant influence of strategic performance-based compensation on service delivery among civil servants in Nakuru North Sub-County.

V. THEORETICAL REVIEW

Balanced Scorecard:

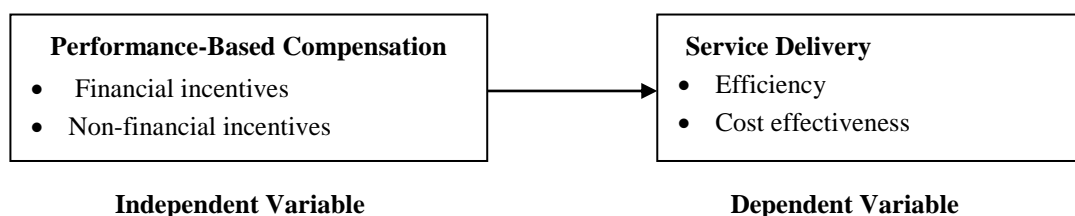
The balanced scorecard (BSC) was developed by Kaplan and Norton (1992). The BSC is one of the most prominent tools for measuring organizational performance. The tool was developed in the wake of persistent criticism of traditional performance measures, which were argued to be characterized by short-termism, lack of strategic focus, and also failing to have an external strategic focus (Lynch & Cross, 1991). The mentioned criticisms were attempted to be circumvented by developing a performance management frameworks which seeks to encourage more balanced performance measurements.

According to Kaplan and Norton (1993), the BSC is not only a performance measurement system, but also a strategic management tool which addresses shortcomings occasioned by traditional performance measurement systems. The BSC has four hierarchical dimensions. These include financial, internal business process, customer-centred, and also learning and growth perspectives. Financial perspective is considered to occupy the highest level in the performance hierarchy. In this regard, it is stated that organizations seek to improve shareholder value through a revenue strategy, where the output is in terms of return on investment and profits.

The dimension of internal business process encapsulates the entire internal value that encompasses innovation, customer management, operation and regulatory spheres. In relation to the customer perspective, the goal is to focus organizations on the external environment. The perspective enables entities to emphasize on needs of customers such as customer satisfaction and market share. In regard to learning and growth perspective, is outcome measures are employed as parameters of the outcomes of the aforementioned BSC's perspectives (Kaplan & Norton, 2001).

In line with the stipulations of BSC, and in conformity to the requirements of an ideal performance appraisal system, Milkovich and Newman (2008) postulate that compensation of employees in terms of salaries and other benefits should tally with the employees' skills and knowledge. This is further supported by the assertion that the employees' skills have the potential to boost internal business process perspective (Bryant, Jones & Widener, 2004). It is thus imperative to link the BSC to Performance appraisal and service delivery in that the various components of PAS such as performance appraisal training and performance-based compensation are manifested in the perspectives of BSC.

VI. CONCEPTUAL FRAMEWORK



VII. EMPIRICAL REVIEW

Performance-Based Compensation in Public Service Sector:

A study by Hasnain, Manning and Pierskalla (2012) examined performance-related pay in the public sector. The study focused on OECD countries. The objective of the study was to provide a review of particularly empirical studies in relation to performance-related compensation in the public sector spanning the education, public administration, psychology, economics and health fields. The study involved a review of a total of 110 pertinent empirical studies of public sector. The study findings indicated that there existed a positive effect of performance-related pay. Essentially, it was revealed that there was a link between explicit performance standards and some form of bonus pay.

In Ghana, a study conducted by Boachie-Mensah and Dogbe (2011) explored performance-based pay as a motivational for realizing organizational performance. The main objective of the study was to assess the impact of performance-related pay on employee motivation, and in turn the achievement of organizational goals. According to the results of the study, it was revealed that the effect of performance-based pay on employee performance was minimal. In addition, the study established that motivation occasioned by merit pay was often shadowed by biased performance appraisal.

A study conducted by Madu and Madu (2013) comparatively analyzed compensation in both the public and private sectors in Nigeria. The study adopted content analysis to gather and analyze data on critical aspects of remuneration, incentives and fringe benefits. The study established that employees in the public sector had compensation premium that their counterparts in the private sector. The study, however, found that in comparison to the compensation paid to both state and local government staff, the employees in the private sector enjoyed better compensation and fringe benefits. Unlike in the public sector, compensation and benefits in the private sector are based on performance.

In Kenya, a study conducted by Njoroge (2013) investigated the role of remuneration programmes on performance of employees in the public sector. The study centred on the Kenya Electricity Transmission Company Limited. One of the objectives of the study was to evaluate the effect of remuneration on employee performance. According to the study findings, salaries and bonuses were identified to be contributing factors towards quitting employment. The study established that the rewards and compensation programmes were adequately competitive. These modes were established to be crucial in creating a competitive advantage premised on improved performance.

Another local study conducted by Kwamanga and Achoch (2012) analyzed the factors that affect implementation of performance-related pay. The study was delimited to Kenya Revenue Authority. A case study research design and a descriptive survey design were adopted. The study established that some of the contributing factors towards performance-related pay included management commitment, employee participation, and also setting of performance targets. Though the study acknowledged that performance-related pay is embraced in Kenya's public sector, the implementation of the same has hitherto remained a challenge.

Service Delivery in Public Service Sector:

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

In Tanzania, Lufunyo (2013) analyzed the impact of public sector reforms on service delivery. The study determined to unearth whether public reforms in the country enhanced or inhibited service delivery. An intensive review of documentary information on public sector reforms and service delivery was conducted. In addition, 80 public servants and 40 councilors were interviewed. Observation method was used by the study. The study noted that service delivery by the local authorities in the country was improving following reforms. It was also noted that corruption, lack of professionalism, lack of political neutrality and too much bureaucracy hampered effective service delivery by local authorities.

A study conducted by Mugambi (2013) addressed e-government strategy and service delivery in government ministries in Kenya. The major objective of the study was to determine where service delivery was influenced by the implementation of e-government strategies in selected government ministries in Kenya. The target population was all government ministries in the country. Data were gathered using questionnaires. The study findings revealed that service delivery in Kenya was enhanced by implementation of e-government strategy that enabled data sharing, lowering costs of delivering services and improving record management in government ministries.

The effective service delivery in the public sector was studied by Jiwan (2016). The study specifically looked into the determinants of effective service delivery in the Huduma Centre government programme in Mombasa County, where strategic location, strategic decision, institutional factors and management factors were looked into. The study targeted

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

VIII. RESEARCH METHODOLOGY

In respect of the present study, mixed research design was adopted. Survey design is appropriate in studies that are conducted at a given period of time as opposed to longitudinal design. Therefore, the choice of the survey design was justified by the fact that the current study had a specific timeline within which it was conducted. In addition to the survey design, the study employed quantitative approach. This means that the data that were collected were exclusively numerical. Quantitative approach was highly recommended since it facilitates easy drawing of inferences. Due to their significantly large number, the study narrowed down to an accessible population that comprised the civil servants working with the Ministry of Interior and Coordination of National Government and based at Nakuru North Sub-County. There were a total of 283 such employees when the study was conducted. Stratified random sampling technique was used where 96 respondents were drawn from the accessible population. The study used a research questionnaire in data collection. The questionnaire was structured meaning that it consisted close-ended data items that were in line with both the study objectives and constructs. The questionnaire was also self-designed. Questionnaires were pilot tested. The Statistical Package for Social Sciences (SPSS) tool was employed in data analysis. Data analysis involved both descriptive and inferential statistics. The former encompassed frequencies, percentages, means, and standard deviations. Inferential statistics took the form of Pearson's Product Moment Correlation and multiple regression analysis. The null hypotheses were tested at 0.05 level of significance (p -value = 0.05). The study findings were presented in tables.

IX. FINDINGS AND DISCUSSIONS

A total of 96 respondents were issued with questionnaires. However, 17 either failed to cooperate or filled the questionnaires without abiding with prerequisite instructions. As such, a total of 79 questionnaires were successfully and duly returned. This represented 82.29% response rate. This surpassed the recommended threshold of 75% recommended by Nulty (2008).

Descriptive Analysis:

Descriptive Analysis for Performance-Based Compensation:

In respect of performance-based compensation, the views of staff working with the MICNG were sought and analyzed. The pertinent results are as shown in Table 1.

Table 1: Descriptive Statistics for Performance-Based Compensation(%)

	N	SA	A	N	D	SD	Mean	Std. Dev.
There are clear and specific reward criteria for employees based on their performance	79	17.7	20.3	13.9	24.1	24.1	2.84	1.454
The ministry has clear and specific compensation criteria for employees	79	16.5	21.5	12.7	21.5	27.8	2.77	1.476
Non-financial incentives are given to employees based on their individual performance	79	11.4	17.7	17.7	27.8	25.3	2.62	1.343
Superior performance is rewarded	79	11.4	16.5	12.7	30.4	29.1	2.51	1.367
Salary increment is based on individual employees' performance	79	8.9	16.5	8.9	22.8	43.0	2.25	1.391

In line with the results shown in Table 1, the study revealed that majority of the surveyed staff (48.2%) disagreed that there were both clear and specific reward criteria for employees working with the MICNG based on their performance. However, a significant proportion of respondents (38.0%) concurred with this proportion. Majority of the respondents

(49.3%) were found to dispute that the Ministry had clear and specific compensation criteria for its employees. It was also found that only 29.1% of the staff believed that non-financial incentives were given to employees based on their individual performance. In the same perspective, the study observed that only 27.9% of the respondents held the opinion that superior performance was rewarded by the Ministry. The vast majority (59.3%) were of contrary opinion regarding this assertion. In respect of the foregoing propositions, there was a general indifference amongst the respondents (mean \approx 3.00) which was further underscored by their mixed reactions towards the same (std dev $>$ 1.000). It was further established that, the participating staff generally disputed (mean = 2.25) that salary increment was premised on performance of individual employees of the Ministry of Interior and Coordination of National Government. Nonetheless, their views to on this assertion were significantly diverse (std dev = 1.391).

Descriptive Analysis for Service Delivery:

Lastly, the study examined the views of the staff working with the Ministry of Interior and Coordination of the National Government attached to Nakuru North Sub-County. The results of relevant descriptive analysis are illustrated in Table 2.

Table 2: Descriptive Statistics for Service Delivery(%)

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

According to the results of descriptive analysis shown in Table 2, a majority of the surveyed staff (86.0%) agreed that the Ministry was highly efficient in delivery of services to the public. On average, the respondents agreed with this assertion while exhibiting diversity in their opinions (mean = 4.00; std dev = 1.121). It was also found that 82.2% of the respondents believed that the services were timely delivered to all citizens. Expectedly, there was a general agreement with this proposition (mean = 3.94), though the views of the sampled respondents were significantly extreme (std dev = 1.004).

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

Inferential Analysis:

The Pearson's Product Moment Correlation Coefficient (PPMCC) was employed to determine the relationship between performance-based compensation and service delivery.

Table 3: Correlation between Performance-Based Compensation and Service Delivery

Performance-Based Compensation	Service Delivery
Pearson Correlation	.032
Sig. (2-tailed)	.778
n	79

The results of the correlation analysis shown in Table 3 above indicate that the relationship between performance-based compensation and service delivery in the Ministry of Interior and Coordination of National Government was positive, weak and statistically insignificant ($r = 0.032$; $p > 0.05$). The results were interpreted to mean that service delivery was hardly affected by the improvement on performance-based compensation. The results watered down the importance of the aforesaid form of compensation in respect of service delivery at the Ministry.

X. CONCLUSIONS AND RECOMMENDATIONS

The study concluded that there were no clear and specific reward criteria for employees working with the Ministry. The Ministry was further inferred to lack clear and specific compensation criteria for its employees. In addition, it was concluded that the Ministry did not reward performing employees with non-financial incentives based on their individual performance. Likewise, it was concluded that the Ministry did not reward employees in respect of their superior performance. The Ministry was also inferred to employ other criteria in increasing salaries of employees, rather than individual employee performance. The study further concluded that performance-based compensation was of marginal importance in respect of service delivery at the Ministry. The Ministry is advised to devise clear and feasible reward criteria for all employees in order to motivate them to improve their performance. In this regard, it is suggested that the Ministry ought to have a clear and specific compensation criteria for all employees. Reward of performing employees should encapsulate both financial and non-financial compensation. It is important for the Ministry to acknowledge and reward superior performance of employees. One major criteria that the Ministry should consider when increasing salaries of employees, is their performance reflected by the results of respective performance appraisal.

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