

FACTORS INFLUENCING IMPLEMENTATION OF PERFORMANCE CONTRACT IN PUBLIC SECONDARY SCHOOLS: A CASE OF IGEMBE SOUTH SUB COUNTY, MERU COUNTY, KENYA

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©2019

International Academic Journal of Information Sciences and Project Management (IAJISPM) | ISSN 2519-7711

Received: 24th July 2019

Accepted: 31st July 2019

Full Length Research

Available Online at:

http://www.iajournals.org/articles/iajispm_v3_i4_327_354.pdf

Citation: Muriithi, B. W. & Kidombo, H. (2019). Factors influencing implementation of performance contract in public secondary schools: A case of Igembe South Sub County, Meru County, Kenya. *International Academic Journal of Information Sciences and Project Management*, 3(4), 327-354

ABSTRACT

Performance contract has been introduced in secondary schools. Performance contract is generally influenced by the poor analysis of organization's procedure that is inappropriate, invalid and unreliable. Even though, the proponents of PC have identified a number of secondary school preconditions for successful implementation of PC in any school. In effective performance contracts have been contributed by lack of critical management tools which are pre-requisite for effective performance management. The purpose of the study was to determine the factors that influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. The study was guided by the following objectives; to determine the influence of availability of resources, level of awareness, teacher's attitude, training and communication from the principals/county director's on implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. The study was grounded on human capital theory, stakeholder theory and Resource based theory. The study was carried in 23 secondary schools in Igembe South Sub County, Meru County, Kenya where the target population was 208 comprising of principal and deputy principals, teachers and ministry of education officials in Meru County. A sample size of 135 for the study with the population of 208 is obtained using Morgan and Krejcie (1970) model. The study selected the respondents using stratified proportionate random sampling technique.

For the purpose of this study, the researcher used a semi structured questionnaire as the primary data collection tool. The questionnaire was structured to include both closed, open-ended and matrix questions to allow variety. Unstructured questions were open-ended and present the respondent with the opportunity to provide their own answers. A pilot test was conducted to detect weakness in design and instrumentation and to provide proxy data for selection of a probability sample. A construct composite reliability co-efficient (Cronbach alpha) of 0.7 or above, for all the constructs, is considered to be adequate for this study. Data was analyzed using Statistical Package for Social Sciences (SPSS Version 25.0). All the questionnaires received was referenced and items in the questionnaire was coded to facilitate data entry. After data cleaning which entails checking for errors in entry, descriptive statistics such as frequencies, percentages, mean score and standard deviation was estimated for all the quantitative variables. Inferential data analysis was done using multiple regression analysis to determine the relative importance of each of the independent variables and information presented inform of tables. The study deduced that transport infrastructure, consistency of funds, information communication and technology and that budget allocation greatly influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. Moreover, it was revealed that stationery have a moderate influence on implementation of performance contract in public secondary schools in Igembe South

Sub County, Meru County, Kenya. The study concluded that availability of resources had the greatest influence on implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya in Kenya followed by training, then level of awareness then communication from the principals/county director's while teacher's attitude had the least influence on the implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. The

study recommended that the Government of Kenya conducts workshops and other forms of training for head teachers to enable them share their experiences on the implementation of performance contracting in their respective public schools. The head teachers, school committees and parents should be organized to raise funds for building and equipping libraries and for provision of suitable teaching facilities.

Key Words: *implementation, performance contract, public secondary schools, Igembe South Sub County, Meru County, Kenya*

INTRODUCTION

Enhancing performance is fundamental to the continuous process of the institution. Performance contracting is a branch of management science referred to as Management Control System. It is a contractual agreement to execute a service according to agreed-upon terms, within an established time period, and with stipulated use of resources and performance standards. A Performance Contract is a statement in writing about expectations of the managers and the employees and commitments for the coming period. There are two parties to the performance contract: statement of key responsibilities and standards of performance for each of those responsibilities. Performance contracting is an agreement between a government and a public agency which establishes general goals for the agency, sets targets for measuring performance and provides incentives for achieving these targets. They include a variety of incentive-based mechanisms for controlling public agencies, controlling the outcome rather than the process (Perera, Zhou, Udeaja, Victoria & Chen, 2016).

Performance Contracts are a fraction of the emerging public sector reforms that are meant to improve competence and efficacy in management and service delivery. Performance Contracts are an acclaimed tool for ensuring accountability and efficiency of public officers because it measures the extent to which the agreed targeted results are achieved. Performance Contract (PC) can be defined as a liberally negotiated performance treaty between the management of the agency and the government, standing-in as the owner of a government agency. The Performance Contract stipulates the intentions, obligations and responsibilities of the two contract parties that are geared towards achieving the mutually agreed results. The use of performance contracts has been acclaimed as an effective and promising means of improving the performance of public enterprises as well as government departments. The fundamental principle of performance contracting is the devolved management style where emphasis is management by outcome rather than management by processes (Ricker, 2018).

Organizations usually measure employee performance by assessing how much contribution the employee is making towards its growth. Performance appraisal refers to the evaluation of employees, providing them with valuable feedback and creating a positive effect on future performance (Bohlander & Snell, 2010). Employee performance depends upon several factors such as; conducive work environment, work profile, compensation, bonus system, job satisfaction, organization policies and technology. According to the National Center for Education Statistics (2014), approximately 20% of school age children are living in poverty. These children often do not come to school physically, emotionally, or cognitively ready to learn when the primary focus may be daily human survival. These factors play an important role in determining the employee productivity and hence the overall organizational development (Gomes & Romao, 2014). Performance management (PM) is a concept in the field of human resource management which is goal-oriented directed toward ensuring that organizational processes are in place to maximize the productivity of employees, teams and ultimately, the organization. It is a major phenomenon in accomplishing organizational strategy because it involves measuring and improving the value of the workforce. Moreover, implementation of performance contract in schools is a new concept in Kenyan schools (Gianneto, 2009).

STATEMENT OF THE PROBLEM

The continuous need to improve seminars in secondary schools in light of scarce resources and the high public expectations. In January 2016, Teachers Service Commission rolled out Performance Contracting for Head of Institutions (PC) and Teacher Performance Appraisal and Development (TPAD) for all teachers. The Government has also insisted that teachers must sign PCs just like other public servants. Teachers, however, have continuously rejected the signing of PCs as they consider them punitive and untenable. However, Performance contract is generally influenced by the poor analysis of organization's procedure that is inappropriate, invalid and unreliable. Even though, the proponents of PC have identified a number of secondary school preconditions for successful implementation of PC in any school. In effective performance contracts have been contributed by lack of critical management tools which are pre-requisite for effective performance management. These include strategic plans, work plans, service charters, balanced score cards and performance appraisal systems to which performance contracts are aligned. These tools are essential in establishing standards, objectives and targets to be met; as well as measuring of performance (Fukuyama, 2017). Despite the introduction of performance contract in secondary schools, Igembe South Sub County in Meru County, service delivery has continued to be wanting. This raises concern on the role played by Performance Contract on improving teachers' job performance and the role of TSC in the supervision of PC implementation. Additionally, there is no empirical evidence that teachers' in secondary schools are adhering to the stipulated measures and standards especially in terms of service delivery (Mutai, 2018). Implementation of performance contract in public secondary schools in Igembe South Sub County has been poor. Teacher refusal and objection of the PC formed a key component of the strike last year. They argue that, the nature of their work does not entail

teaching only hence, difficult to be appraised well. This resistance can also be due to dissatisfaction in terms of remuneration and lack of trust. The government in the past had handled teachers in a way that made them to develop mistrust (Karuti, 2015). Previously, studies have been conducted concerning performance contract such as Kwedho (2015) who focused on effectiveness of performance contracts among secondary school teachers in Nairobi City County, Kenya, Agatu (2011) established the factors influencing resistance to performance contracting among public secondary schools' principals in Rarieda District, Kenya, Muraguri (2015) did an evaluation of performance contract in relation to teachers' job performance in public tertiary institutions in Nyeri County, Kenya, Jonyo (2017) assessed the performance management in Kenyan public schools: implications and challenges. However, none of these studies focused on factors influencing implementation of performance contract in public secondary schools; a case of Igembe South Sub County, Meru County, Kenya, a gap that this study sought to bridge.

PURPOSE OF STUDY

The purpose of the study was to establish the factors influencing implementation of performance contract in public secondary schools. A case of Igembe South Sub County, Meru County, Kenya.

OBJECTIVES OF THE STUDY

1. To establish the influence of availability of resources on implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya.
2. To determine how level of awareness influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya.
3. To assess the influence of teacher's attitude on implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya.
4. To examine the influence of training on implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya.
5. To establish the influence of communication from the principals/county director's on implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya.

LITERATURE REVIEW

Implementation of Performance Contract

Project managers and customs consultants, a staged project implementation process is to ensure that the system is delivered on time, to budget and fully operational. The needs of the project are rapidly assessed and configure a template that serves as the basis for the project implementation. Langdon's approach to the project life cycle ensures a significant reduction in implementation costs provides an implementation process with 'An end in mind' and enables customization of the

application to the needs. Langdon identifies a number of key stages during project implementation. These includes: - Assignment of a project manager, project kick off meeting, establishment of customer requirement documents, technical design, system testing and implementation and post implementation support (Langdon, 2010).

An experienced project manager is designated to oversee the implementation of a project, who liaises with the client on a regular basis through telephone conferences and attendance at project meetings. He/she works closely with the project team to ensure that the design and implementation of the system runs as smoothly as possible. The project starts with a project kick-off meeting attended by the project manager and any of the clients' key personnel. The project manager outlines details regarding the PM. The meeting is also used to define the study of determining the IT requirements (Mbokazi, 2012).

The information provided at the kick-off meeting will enable a customer requirement document for the final system to be created. This outlines the structure of both the applicable core system and the duty management system. Customs have the opportunity to cement on/amend the functional design. Amendments in later phase cause considerable delay and incur additional costs. Once the functional design is completed, it is transformed into a technical design, identifying the activities necessary for generating the interfaces and setting up the duty management system according to the specifications of the client. This also identifies the requirements of the customs (Ndung'u, 2016).

Performance management aims at by and large to attaining operational effectiveness which in a broader sense refers to a number of practices that allow an organization to better utilize its resources. The quest for productivity, quality and speed has spawned a remarkable number of management tools and techniques; total quality management, benchmarking, re-engineering and change management to mention just a few. All these, if pursued from strategy angle leads to emphasis being put on the wrong place. Typically, public agencies either are not clear about their goals or are aiming at the wrong goals. This lack of clarity can be attributed to the fact that most public agencies have to deal with multiple principals who have multiple (and often conflicting) interests) (Light, 2011).

Availability of Resources and Implementation of Performance Contract

A major resource in project is finance, without which it cannot operate and so the resource should be given the attention it deserves if the community projects have to survive. If the projects would be sustainable, financial activities in CWP'S should be planned for, recorded, monitored and controlled. Demand for careful project planning has made financial management a key activity in organizations and projects in general (Cheruiyot, 2016). Financial Management is the process of handling the financial assets, including accounting and financial reporting, budgeting, collecting accounts receivable, managing risk, and insurance for a business. Finance manager has not only to plan, procure and utilize the funds but he also has to exercise control

over finances. This can be realized through many techniques for instance ratio analysis, financial forecasting, cost and profit control (Mwaura & Ngugi, 2014).

In most cases, a financial project manager plays a key role in developing the long-term financial goals of a company or organization to ensure a profitable future for the firm. Financial planning encompasses setting goals, assessing financial assets and resources, estimating future financial requirements and making plan to achieve monetary goals. Madison continues to suggest that, one systematic tactic for attaining effective management performance is financial planning, budgeting and that sustainability of any project lies in effective financial management right from the implementation to post implementation stage. It is important to lay and plan our budget for the amount of money received (Cheruiyot, 2016).

However, it is doubtful whether the Community projects in different Counties prepare and use budgets appropriately. This makes it necessary to investigate the financial management in these groups. Financial statements contain valuable information that managers can use to analyze past performance of a project. Furthermore, they are used to track the monetary worth of goods and services into and out of the organization. This then calls for the project managers to have a careful financial management strategy to guarantee the effective performance of these projects (Kikuvi, 2016).

Most countries below the Target 10 of MDG are those from Asia and Africa especially the LDCs that have little and constrained financial resources and therefore aren't in the position of acquiring the required infrastructure (pipes, passable ways and electricity to pump the water), sanitized tanks, right reservoirs, proper sanitation disposal latrines among others. Financial resources have been quoted as the major determinant of WSS provision with some governments going into PPPs so as to increase the capital base for the services. In South Africa for example, the MDGs are too far from being realized due to the fact of constrained budget. According to the report published by the WHO (2010) showed that in Soweto, there has been more than 30 companies providing WSS or WSS related services although the slum has been experiencing 78% shortage. The major cause of poor WSS provision in Soweto is due to the fact of the poverty levels of the people and the private/public companies providing WSS in the area are having constrained resources (Booth, 2011).

According to (DFID, 2009), it was found out that 56% of the financial resources allocated to and sewerage companies in South Africa go to planning, management and administration areas whereby only 32% goes to real provision. This leaves most companies constrained with finances in providing essential WSS structures like infrastructure thus limiting their levels of operations; owing to the fact that money is needed to acquire decent pipes, tanks, dig modern pit latrines among others. Access to safe, sufficient and affordable in rural Africa will not increase unless sustainable financing strategies are adopted which ensure the sustainability of existing services. There is therefore a strong need for international donors and national governments to develop practicable long-term financing mechanism. Community financing mechanism to ensure

sustainable payment of tariffs must be matched to specific community and their economic characteristics. Innovative strategies are also needed to ensure that rural poor are adequately served for which a realistic, targeted and transparent approach to subsidy is required (Bartram & Cairncross, 2010).

The development approach adopted in Sub Saharan African countries has provided a convenient concept to abrogate responsibilities for long term service provision from implementing agencies, be they Non-Governmental Organizations (NGOs), Bilateral agencies or governmental authorities to poor rural communities. The presumption that once a new supply is constructed and handed over to the user community it can be sustained by community financing of operations and maintenance (O & M) is over-simplistic since long term O & M costs are neither calculated nor communicated to users (Bartram & Cairncross, 2010). Rehabilitation and extension investment needs of most projects are not funded. Implementation of supply systems requires recurrent investments to maintain and expand access and service quality; rehabilitation, expansion of production capacity and distribution network (WSP, 2010).

Level of Awareness and Implementation of Performance Contract

All over the world people fear change if they are not able to conceptualize its implications. Reasons for resisting change is contributed by fear of the unknown and lack of sufficient information about the change. Lack of information may create fear, sense of inadequacy. Vespoor, Middleton and Rodinelli in Mpapale (2011) assert that the agreeableness to process of change and how successful it is implemented depends on procedures used to introduce change, time available and size of organizations. Teachers have been left out in the process negotiating the contracts and the process has been hurriedly imposed on teachers. This may have led to resistance in signing the contracts by the teachers arguing that they were left out of the negotiation process where issues touching on increased pay for improved performance could be ironed before they are made to sign the PCs (Trompenaars & Hampden-Turner, 2011).

Performance Contract being an agreement between the Government and a Public Agency which establishes general goals for the Agency, set targets for measuring performance and provides incentives for achieving these targets. The use of Performance Contract has been acclaimed as one effective and promising means of improving the performance of secondary schools and Government departments. It is considered an essential tool for enhancing good governance and accountability for results in schools. There has been the persistent belief that the fundamental issues and problems in education could be resolved or at least better managed if schools and those who teach in them were more accountable (Jung, 2011).

To accomplish this task, many people simplify their life, for example by joining a monastery. This avoids a lot of the stimuli that takes your attention away from what's happening now. Through continued experience of the present you start to realize some things that you never noticed when you were always distracted, things that aren't true like your always-assumed identity with your body/mind. The fact that we all think that we are individual people. That belief

obviously causes attachment to what happens, because identifying as an isolated person means you feel the need to acquire some things and reject others, to experience certain feelings but not others, so that your body/mind is protected and favored (Gunaratana, 2010).

Civil Service reforms in developing countries emerged as a deliberate action to improve efficiency, effectiveness, professionalism and democratic character with a view to promoting better delivery of public good and services with increased accountability. Such actions included improving human resource management, training, enhancing pay and benefit while strengthening transparency and combating corruption. PCs in USA required companies to sign a contractual agreement to perform services according to the agreed upon terms within an established time period, and with a stipulated use of resources and performance standards, to ensure accountability in public education (Ascher, 2011). The expected outcomes of the introduction of performance contracts in Kenyan teaching service include: improved teaching delivery, improved efficiency in resources utilization; institutionalization of a performance-oriented culture, measurement and evaluation of teaching performance.

The way teachers adopt PC has been to a large extent based on psychological theories that affect human behavior. For instruction to be effective, it must be adjusted to reflect research-based practices regarding how students receive and process new information. The knowledge about brain function and its effects on learning have the potential to revolutionize teaching and learning. Brain-based learning has resulted from educators and researchers applying the findings of brain research to guide teaching practice. This requires instructors to understand how the brain works and how to design instruction with that information in mind. To be able to do so, it is essential that teachers have the knowledge about the basics of brain-based learning and what do they feel about it (Clark & Mayer, 2016).

Teacher's Attitude and Implementation of Performance Contract

Attitude is very important when you are a teacher. It affects your students in many ways and can shape their learning experience. Teaching is an art and the quality of teaching depends on the love, dedication and devotion of the teacher towards the subject of the knowledge. The quality of any teaching programme cannot rise above the quality of its teachers. Negative school environments not only affect students' health and well-being but also adversely affect LGBT students' academic achievement and goals, leading, for example, to higher absenteeism, lower grade point averages, and lower educational aspirations. For example, the reported grade point average (GPA) for students who had higher levels of victimization based on their sexual orientation or gender expression was significantly lower than for students who experienced less harassment and assault (Kosciw et al., 2016).

Inclusive curriculum can have a large impact. For example, in schools where students report usage of an inclusive curriculum, LGBTQ students feel safer, are absent less frequently, and feel more connected to their schools; they also feel more accepted by their peers (GLSEN, 2011). Clark and Blackburn (2009) assert that ELA teachers can be powerful instruments in curbing

homophobia and heterosexism in schools. They underscore the reading of LGBT-themed literature as one mechanism for accomplishing this. For example, there are more and more quartered resources and sessions available at national conferences and The National Council of Teachers of English has spoken out in favor of strengthening teacher knowledge of lesbian, gay, bisexual, and transgender (LGBT) issues (Gause, 2011)

Other studies also report a hesitance on the part of teachers to implement curriculum related to LGBTQIA issues (Thein, 2013). The possibilities seem to remain just that possibility rather than reality. There are competing perceptions related to visibility of gender and sexual minorities. On one hand, many argue that there is greater visibility for LGBTQIA people in society than ever before, as indicated by media portrayals. But on the other hand, as Mayo (2009) and others argue (Page, 2017), there remains a profound silence around LGBTQIA people and issues in schools. Given this apparent national queer ambivalence, and given the importance of the curriculum and how it represents and constitutes knowledge, I wanted to explore how teachers are (or are not) enacting a queer-inclusive curriculum and to gauge their comfort levels and awareness of resources.

The emphasize of student-centered educational topics is usually on the effect of teachers' attitudes on students' academical success with a lack of lifespan developmental perspective. A teacher with his teaching methods and furthermore with his attitudes and behaviours, provides his students to gain a mentally healthy personality and to have a new clear world view by leaving unforgettable traces on them. This is a preparatory study to uncover how attitudes of teachers affect the personalities and performances of students (Ford & Whiting, 2011).

Training and Implementation of Performance Contract

No matter how careful job applicants are screened, typically a gap remains between what employees do know and what they should know. Training about performance appraisal is needed to fill this knowledge gap that exists before appraisal is done. Employees/appraisee will need guidance on how to prepare for and conduct a self-review discussion. As minimum instructional materials, perhaps in the form of a brief manual should be provided. Most training in organizations is directed towards upgrading and improving on employees' technical skills. Technical training has become increasingly important today for two reasons; new technology and new structural designs. For example, the public service changed from the old rating appraisal system of scarce appraisal to an open system of appraisal. Training has become increasingly important because of the changes in organization design. As organizations flatten their structures, expand their use of teams and breakdown traditional departmental barriers, employees need to learn a wider variety of tasks and need an increased knowledge of how their organizations operate (Kotter, 2012).

If self-review is adopted as the medium for an annual review, it will not obviate the need for training. Training supervisors to handle this type of discussion could be valuable. It need not be any more extensive than the training given for conventional appraisal programs. In addition,

employees will need guidance on how to prepare for the conduct a self-review discussion. As minimum instructional materials, perhaps in the form of a brief manual should be provided. Performance appraisal is an important management tool and managers need to show support of the process in their organizations. It is a duty of managers to ensure that performance appraisal policy is understood accessible and adhered to by all levels of staff. If supervisors play their role in performance appraisal process effectively, the employees will understand them. Supervisors should ensure that their employees are made aware of organizational goals and objectives for easy setting of their targets (Rummler & Brache, 2012).

Likewise, both supervisors and supervisee should get training in performance appraisal management so as to acquire some degree of understanding of the importance of performance appraisal concur with this by saying that there should be adequate training for employees in performance appraisal state that supervisors must be familiar with basic appraisal techniques, understand and avoid problems that can cripple the appraisal process. It is beneficial to train both supervisor and supervisee since both are partners in implementation of performance appraisal. The low level of understanding of performance appraisal process can cause a lot of confusion among individual workers at all levels. Failure to that may experience difficulties or fail to cope up with setting objectives. If this happens automatically, it will affect implementation of the performance appraisal. Performance appraisal involves a lot of activities from setting objectives to form filling and signing, therefore line managers as appraisers are supposed to have intimate knowledge of appraisal process (Silberman & Biech, 2015).

Training systems are designed and structured in a manner that they aim at informing project management of whether projects implementation is going as planned or it has deviated from its initial plans and thus calling for corrective action. A M&E system that is well-designed therefore, provides relevant data to the management and project implementers on projects progress and whether the projects are meeting objectives (World Bank, 2012). This is depicted in the research which was conducted in Lakes region of Kenya (western parts of and the southern parts of Nyanza) by World Bank that helped in development of basic approach towards an effective implementation of community-based training system (World Bank, 2013).

The World Bank suggested that project monitoring would be of little or no use if it is not consistently supported by all the stakeholders towards addressing the sustainability issues of the projects (World Bank, 2014). The donors, project managers, and staff must all actively participate in the implementation of a training system for its effectiveness in implementation of projects (Dyason, 2010).

Communication from the Principals/County Director's and Implementation of Performance Contract

Communication is a two-way process of giving and receiving information through any number of channels. Whether one is speaking informally to a colleague, addressing a conference or meeting, writing a newsletter article or formal report. A management scholar Keith Davis has

defined communication as the transfer of information and understanding from one person to another person. Communication is inherently a social process whether one communicates face-to-face with a single person or with a group of people via television; it is still a social activity involving two or more people. Communication can be categorized into verbal or non-verbal. Verbal includes oral, written and electronic forms of communication, non-verbal communications includes eye movements, gestures, facial expressions, tone of voice and the like (Dozier, Grunig & Grunig, 2013).

Public school principals today manage people, data, and processes. Principals are tasked with setting goals and motivating constituents to meet these goals. The quality of personnel, teachers, and principals has a significant impact on student test scores (Cullen, Levitt, Robertson & Sadoff, 2013). The quality and performance of a school's teachers and principals accounted for nearly 60% of the school's total impact on student achievement. The principal's impact is of significance due to the actions that they take to hire teachers, create the school-wide conditions that support student learning, and directly influence teacher effectiveness.

In the case of public service, performance appraisal takes the verbal communication which is oral interview between the appraisee and the appraiser both participating and the agreed upon targets are finally written down. Unlike the old system of rating that was nonverbal and only depended on the supervisor's mercy to the supervisee. Performance appraisal programmes are often used as the basis for compensation and promotion decisions. Therefore, the appraised is able to follow-up the recommendations made by the supervisor to ensure that they are implemented by the relevant stakeholders (Dutta & Ghosh, 2010).

Through communication implementers should strive to instill in users a sense of the need to pay for a service. The emphasis must be shifted from paying for maintenance of a facility to paying for the provision of safe, adequate and accessible water. This concept of paying for may be difficult to instill in users in poor rural communities but has the potential to remove many barriers to sustainable community financing. Ideally, tariffs should cater for future system upgrade, rehabilitation and expansion costs as well as ongoing O&M costs. Currently, this occurs very rarely. One of the main constraints to this is the need for a transparent, secure and sustainable method of storing and investing money for future use. Community managed financing mechanisms are rarely able to fulfill these requirements (Bartram & Cairncross, 2010).

In the interests of efficiency, effectiveness, equity and replicability it is now generally accepted that rural communities and users should finance the cost of running their own supplies. It is also commonplace for communities to be expected to contribute to the initial cost of their chosen technology or system. This inevitably places considerable responsibility on the shoulders of the users and makes community financing a crucial issue in the quest for sustainable rural services. It is also essential, however, that communities trust those who are responsible for providing services. It is essential that both existing and new rural services are sustained before ambitious coverage targets can be considered. One of the main reasons for poor levels of sustainability is prevalence of unacceptable, unaffordable or impracticable financing strategies (Booth, 2011).

THEORETICAL FRAMEWORK

Human Capital Theory

Human capital theory was put forward by Becker in 1964 who argued that entrepreneurial knowledge of an individual gained from education adds economical value to a firm. Skills and knowledge gained through education is of importance to employees as they perform their tasks as it improves their performance. Project management teams require practical skills to run the projects effectively. These skills could be acquired from technical institutions, formal education or on job training. This theory has been put in application in several occasions. The concept has shown the inevitability for the projects management team to have skills and understanding in project management cycle and use of project management tools and techniques in project implementation. The management needs analytical expertise, creativity and the ability to interpret it and apply the skills (Kerzner & Kerzner, 2017).

This theory addresses research question four which seeks to know how communication from the principals/county director's influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. The theory assists in the understanding of communication from the principals/county director's in the implementation of PC.

Stakeholder Theory

This theory was postulated by Evans and Freeman in 1988 who argued that companies do explicitly manage their relationships with different stakeholder groups for them to achieve the projects. Stakeholders of a project can be internal (owners, customers, employees, and suppliers), and external (governments, competitors, consumer advocates, conservationists, broadcast/social media, among others). Freeman (1984), describes these actors as any group or individual who can influence or is influenced by the achievement of the projects 's objectives

According to Freeman (2001), managers have to gain the support of their stakeholders and need to understand how their companies can influence or be influenced by others, in order to achieve the corporate objectives. It is therefore crucial for a manager to focus on the relationships of the firm with its stakeholders, by finding ways to balance and to integrate the multiple relationships and objectives that a firm can have (Freeman & McVea, 2001).

Community members are stakeholders in community projects therefore it is important to involve them in projects activity from the start. Stakeholder's theory argues that every legitimate person or group participating in the activities of a firm or organization, do so to obtain benefits, and that the priority of the interest of all genuine stakeholders is not self-evident (Donaldson, and Preston, 1995). The Stakeholder Theory pays the same credence to stakeholders both internal and external; staffs, managers and owners as well as financiers, customers, suppliers, governments, community and special interest groups.

Community participation enhances social cohesion as they recognize the value of working in partnership with each other and organizations. It also adds economic value both through the mobilization of voluntary donations to deliver reinforcement and through skills development, which enhances the opportunities for employment and growth in community wealth, gives citizens the chance to develop the skills and networks that are needed to address social exclusion.

Project manager must ensure the community members voluntarily and actively participate in the projects from the start. This theory also emphasizes that the community members also benefit from their participations. This theory therefore leads to research question three which inquired on how teacher's attitude influences implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. This theory therefore will assist in the better understanding of the importance of teacher's attitude in the success of PC.

Resource Based Theory

This theory was put forward by Feurer and Chaharbaghi in the year 1995 who argued that it is not the environment but the resources of the organization, which form the foundation of implementing projects. The origins of the resource-based view can be traced back to several authors, Wernerfelt (1984) defined its fundamental principle by stating that, the basis of a competitive advantage of an organization lies in the application of the bundle of valuable resources at the organization's disposal. The resources also have to fulfil the VRIN criteria of being valuable, rare, in-imitable and non-substitutable in order to achieve a sustainable advantage (Barney,2001).

The resource-based view (RBV) aspires to explain the internal sources of a firm's sustained competitive advantage (SCA). Hitt (2005), describe resources in terms of three categories: physical, human and organizational capital which includes capital equipment, the skills of individual employees, patents, finances and talented managers. According to Hitt et al (2005) an organization's unique resources and capabilities provide the basis for a implementation of a project. The RBV explicitly looks for the internal sources of SCA and aims to explain why firms in the same industry might differ in performance. This theory is thus relevant to the study in relation to adequate resources as a factor influencing implementation of PC because for every PC to be successful it requires resources.

RESEARCH METHODOLOGY

Research Design

A research design is the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you may effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data (Gorard, 2013). For this study, a descriptive research design was undertaken to ascertain and

be able to describe the characteristics of variables of interest. Descriptive research design is the process of collecting data in order to answer questions concerning the current status of the subject of the study. Thus, this approach is suitable for this study, since the study intends to collect comprehensive information through descriptions which was helpful for identifying variables. Descriptive studies describe characteristics associated with the subject population portraying an accurate profile of persons, events or situations. Descriptive surveys are designed to portray accurately the characteristics of individuals, situations or groups. It is used as a needs assessment tool to provide information on which to base sound decisions and to prepare the background for more constructive programmed of educational research.

Target Population

According to Sekaran and Bougie (2010), a population is the total collection of elements about which we wish to make inferences. The study was carried in 23 secondary schools. The target population for this study composed of 208 county ministry of education officials, principal/deputy principals and teachers Igembe South Sub County, Meru County.

Sample Size and Sampling Procedures

Sampling is a deliberate choice of a number of people who are to provide the data from which a study drew conclusions about some larger group whom these people represent. The section focuses on the sampling size and sampling procedures. Sample size can be defined as the number of observations used for calculating estimates of a given population (Smith, 2009). Basing the determination of sample size with Morgan and Krejcie (1970) model, a sample size of 135 respondents were targeted. This was done according to the Krejcie Model. According to Krejcie Model:

$$n = \frac{X^2NP(1 - P)}{d^2(N - 1) + X^2P(1 - P)}$$

Where: n = desired sample size; N = Target population (**208**); P = Population proportion (**0.5**); d = degree of accuracy expressed as a proportion (**0.05**); $X^2 = 3.841$ at 95% confidence level

Therefore:

$$n = 3.841 \times 208 \times 0.5(0.5) = 0.05^2 (207) + 3.841 \times 0.5 \times 0.5 = n = 135 \text{ (rounded off to 1dp)}$$

The study selected the respondents using stratified proportionate random sampling technique. Stratified random sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then making a selection within the individual subset to ensure representativeness. The goal of stratified random sampling is to achieve the desired representation from various sub-groups in the population. In stratified random sampling subjects are selected in such a way that the existing sub-groups in the population are more or less

represented in the sample (Singleton, 2009). The study used simple random sampling to pick the respondents in each stratum.

Research Instruments

The quality of the research depends on the quality of data hence the importance of data collection process. Data collection tools are the instruments which are used to collect the necessary information (Creswell & Creswell, 2017). This refers to the means the researcher used to gather the required data or information. Although several tools exist for gathering data, the choice of a particular tool depends on the type of research. For the purpose of this study, the researcher used a semi structured questionnaire as the primary data collection tool. The questionnaire was structured to include both closed, open-ended and matrix questions to allow variety. The structured questions were close ended with alternatives from which the respondent is expected to choose the most appropriate answer (Creswell & Creswell, 2017). Unstructured questions were open-ended and present the respondent with the opportunity to provide their own answers. Matrix questions were also utilized. This type of questions presents the respondent with a range of questions against which they are expected to respond based on a predetermined rating scale. The most commonly used was the Likert scale. These types of scales are used to measure perceptions, attitudes, values and behavior (Wang, 2015). These types of questions are popular with the respondents and researchers as they are easy to fill in, economical and provide easy comparability. The Likert type of questions enabled the respondents to answer the survey easily and for ease in data interpretation. The survey questionnaire was appropriate since it allows data from the sampled groups to be collected in a quick and efficient manner.

Data Collection Procedures

The research data was collected using semi-structured questionnaires. In order to ensure uniformity in response and to encourage participation, the questionnaires were kept short and structured with mostly multiple-choice selections in a Likert scale. The questionnaires were preferred in this study because respondents of the study are literate and quite able to answer questions asked adequately. According to Creswell and Creswell (2017), questionnaires are commonly used to obtain important information about a population under study. The researcher obtained an introductory letter from the University to collect data. The researcher personally administered the questionnaires to the respondents, allow the respondents to fill them and then collect them later: the drop and pick later method.

Data Analysis Techniques

The completed questionnaires were edited for completeness and consistency. The data was then analyzed using descriptive statistics and inferential statistics. The descriptive statistical tool (SPSS V.25.0) helped the researcher in the analysis of the data. This generate quantitative reports

through tabulations, percentages, and measure of central tendency. The findings were presented using tables for further analysis and to facilitate comparison. A multiple regression model was applied to determine the relative importance of each of the independent variables. The linear regression analysis is chosen as the approach to analyze the data. The regression model was as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \varepsilon$$

Where: Y= Implementation of performance contract; β_0 =constant; $\beta_1, \beta_2, \beta_3, \beta_4$ and β_5 = regression coefficients; X_1 = adequate resources; X_2 = level of awareness; X_3 = teacher's attitude; X_4 = training; X_5 = communication from the principals/county director's; ε =Error Term

RESEARCH RESULTS

The study sought to establish the influence of adequate resources on implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. The study found that availability of resources influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya greatly. The study deduced that transport infrastructure, consistency of funds, information communication and technology and that budget allocation greatly influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. Moreover, it was revealed that stationery have a moderate influence on implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya.

The study further sought to assess the influence of level of awareness on implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. It was clear that level of awareness influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya greatly. The study also established that exposure, advertisement and perception influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya to a great extent. Moreover, it was revealed that publications and underlying beliefs influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya to a moderate extent.

Further, the study sought to evaluate the influence of teacher's attitude on implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. The study found that teacher's attitude influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya greatly. The study deduced that person's feeling, social identification and value and willingness of involvement influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya greatly. Moreover, the study revealed that self-

interest moderately influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya.

The study finally sought to determine the influence of training on implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. The study found that training influences implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya to a moderate extent. It was established that level of training, duration of training, seminars and that Communication skills greatly affect the implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. The study further established that workshops moderately influences implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya.

The study sought to find out how communication from the principals/county director's influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. The study found that there is a great extent to which the communication from the principals/county director's affects the implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. Further the study found that flow of information and dispute avoidance and resolution greatly influences the implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. The study also revealed that feedback channel and negotiation techniques moderately influenced the implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya.

REGRESSION ANALYSIS

The researcher conducted a multiple regression analysis to test the relationship between the variables. This showed how the dependent variable is influenced by the independent variables.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.876	0.768	0.755	1.038

From the findings, the independent variables were statistically significant predicting the dependent variable since adjusted R square was 0.755. This implied that 75.5% variations in implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya are explained by adequate resources, level of awareness, teacher's attitude and training. Other factors influencing implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya that were not covered in this study accounted for 21.5% which form the basis for further studies.

Table 2: ANOVA Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	342.126	5	68.425	60.859	.000
	Residual	103.437	92	1.124		
	Total	445.563	97			

From the ANOVA Table, p-value was 0.000 and F-calculated was 60.859. Since p-value was less than 0.05 and the F-calculated was greater than F-critical (2.4472), then the regression relationship was significant in determining how adequate resources, level of awareness, and teacher’s attitude, training and communication from the principals/county director’s influenced implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya.

Table 3: Coefficients of Determination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.267	0.182		6.962	.000
Availability of resources	0.812	0.196	0.714	4.143	.000
Level of awareness	0.712	0.208	0.611	3.423	.001
Teacher’s attitude	0.568	0.208	0.462	2.731	.007
Training	0.771	0.312	0.672	2.471	.015
Communication from the principals/county director’s	0.673	0.278	0.581	2.421	.018

The established model for the study was:

$$Y = 1.267 + 0.812X_1 + 0.712X_2 + 0.568X_3 + 0.771X_4 + 0.673X_5$$

Where: Y= Implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya; X₁= Availability of resources; X₂= Level of awareness; X₃= Teacher’s attitude; X₄= Training; X₅= Communication from the principals/county director’s

The regression equation above has established that taking (adequate resources, level of awareness, teacher’s attitude, training and Communication from the principals/county director’s), implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya will be 1.267. The findings presented also show that increase in the adequate resources leads to 0.812 increase in the score of implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya if all other variables are held constant.

Further it was found that if level of awareness increases, there is a 0.712 increase in performances of rural road maintenance projects in Igembe South Sub County, Meru County, Kenya. Further, the findings show that a unit increases in the scores of managements support would leads to 0.568 increase in the scores of performance of the rural road maintenance projects

in Igembe South Sub County, Meru County, Kenya. The study also found that a unit increase in the scores of training would lead to a 0.771 increase in the scores of performances of rural road maintenance projects in Igembe South Sub County, Meru County, Kenya. The study further established that a unit increase in the scores of communication from the principals/county director's leads to 0.673 increase in the score of implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya if all other variables are held constant.

Overall, availability of resources had the greatest influence on implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya in Kenya followed by training, then level of awareness then communication from the principals/county director's while teacher's attitude had the least influence on the implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya in Kenya. All the variables were significant since their p-values were less than 0.05.

CONCLUSIONS

The study concluded that availability of resources had a great, positive and significant influence on implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. This was attributed to great influence on implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya by transport infrastructure, consistency of funds, information communication and technology and that budget allocation.

The study also concluded that level of awareness positively and significantly influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. This was as a result of exposure, advertisement and perception having greatly influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. The study also deduced that publications and underlying beliefs moderately influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County.

The study further concluded that teacher's attitude influences implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya significantly. The study deduced that person's feeling, social identification and value and willingness of involvement have great influence on influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya greatly. It was also deduced that self-interest moderately influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya.

The study also concluded that training significantly and positively influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County,

Kenya. The study deduced that level of training, duration of training, seminars and that Communication skills greatly affect the implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. The study also deduced that workshops moderately influences implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya.

The study also concluded that communication from the principals/county director's influence implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya significantly. The study found that flow of information and dispute avoidance and resolution greatly influences the implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya. The study also revealed that feedback channel and negotiation techniques moderately influenced the implementation of performance contract in public secondary schools in Igembe South Sub County, Meru County, Kenya.

RECOMMENDATIONS

The study recommended that the Government of Kenya conducts workshops and other forms of training for head teachers to enable them share their experiences on the implementation of performance contracting in their respective public schools. Further, it is recommended that the Ministry of Education organizes for training sessions to sensitize teachers on the benefits of performance contracting because training could assist in changing organizational culture. This is because once the management and teaching staff understand how performance contracting works, they would start to appreciate its potential. From this the teachers will have an improved attitude towards performance contracting.

The head teachers, school committees and parents should be organized to raise funds for building and equipping libraries and for provision of suitable teaching facilities. The government should provide more teachers to needy schools in order to minimize the teaching load. The PTA should also aim at employing more teachers on contract. This would enable teachers to work effectively and efficiently.

There should be more consultation between the administration of schools and teacher in the setting up of the performance targets to enable teacher to own their target and work towards achieving them. The targets should be reviewed periodically in order to keep being valid and achievable and need to be communicated as soon as the target period and not later.

The head teacher should communicate to the staff precisely, clearly and accurately in order to achieve positive results and at the stipulated time since failure to inform the members of staff can lead to confusion or in some cases. Employees should be involved and awareness should be created to all staff; frequent meeting should be held to assess PC implementation progress; adequate budget should be allocated to enable achievement of PC targets; PC results should be put before the public for information and ministry ranking be encouraged; and PC should be in

line with ministry's objectives/commitments; To ensure efficiency and effectiveness in PC implementations proper communication channels should be availed; transparency and motivation should be enhanced; there should be continuous sensitization on PC.

Feedback on the PC processes should be brought to the staffs who are the implementations and action persons of the PC targets. The leadership of an organization can be regarded as the driving force for an organization on the path of productivity. Top management can give assurance of and commit themselves to modeling the desired behaviors combined with the values that need to be institutionalized. Top management can increase organizational commitment by communicating that they value employees' contribution and that they care about employee's wellbeing.

Teacher should be given enough time to familiarize with PC before it is fully implemented in the public secondary schools. Appropriate media should be used to disseminate information on PC to teacher. The teachers' pay should be improved and they should be accorded more recognition for their job. The teaching conditions in the schools needed to be improved in order to boost teachers' moral.

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