

EFFECT OF PERFORMANCE MANAGEMENT STRATEGIES ON SERVICE DELIVERY IN GOVERNMENT INSTITUTIONS: A CASE OF KENYA SCHOOL OF GOVERNMENT

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ABSTRACT

The general objective of this study was to establish the effect of performance management strategies on service delivery in Kenya school of government. This study was guided by the following objectives; to assess the effect of total quality management, Business Process re-engineering Kaizen Management Practices and Balanced Score Card on service delivery in Kenya school of government. This research employed a descriptive research design. The target population for this study was 121 subjects comprising top management, departmental heads, sectional heads and lecturers in Kenya school of government Nairobi. For this study, the study conducted a census survey owing to the number of targeted population. The research utilized two sets of instruments of data collection, which were a questionnaire, and a Data Collection Sheet. Piloting of research instruments was carried out at Kenya school of Government Embu. The data collected was coded and recorded and analyzed, by the use of Statistical Package for Social Scientists (SPSS Version 21). Descriptive statistical methods were applied in the analysis of the quantitative data. These include frequencies and percentages. Linear Regression analysis was calculated to determine if there was any relationship between the dependent and the independent variables. The findings of the study revealed that Total Quality Management, Business Process Reengineering, Kaizen Management Practices and Balanced Score Card elements of performance management were applied at the Kenya school of government at different

levels and they all had an influence on the performance of workers. However, the study established that Balanced Score Card was the most important in influencing service delivery (Beta = 0.426) followed by Kaizen Management Practices (Beta = 0.252) then Business Process re-engineering (Beta = 0.212), and then Total Quality Management (Beta = 0.240). Based on the findings of this study, the researcher makes the following conclusions; that the variables of the total quality management were being practiced at the Kenya school of government Nairobi branch, and that they were effective in improving the quality of the services delivered. Total quality management led to better quality of services in the departments that it was being practiced. The Kenya school of government also applied some of the business process reengineering, and especially in the ICT sector, where the ineffective systems and practices were scrapped off and newer ways of doing things instituted. The study further concludes that the application of kaizen management practices at the Kenya school of government led to an improvement of the services offered, as kaizen practices aimed at improving the quality of the services and processes. The study further concludes that balanced scorecard variables were being practiced at the Kenya school of government in effort to improve on the quality of services delivered. The study recommends that; the students, staff and the stakeholders of the Kenya School of Government should be involved in the strategic planning of the institution, so as to provide feedback on the places that need improvement, and help craft a wholistic strategy that is all inclusive. The

management of the Kenya School of Government should also carry out regular research on the current trends in the country and region, as well as emerging issues in the world. The performance management strategies studied in this research should

form basis for future adjustment to the policy makers.

Key Words: *performance management strategies, service delivery, government institutions, Kenya School of Government*

INTRODUCTION

The general aspiration of performance management (administration) is to set up a high performance background wherein people and various groups recognize and accept their roles to facilitate continuous or constant upgrading of business operations and for individual abilities and inputs in a structure under effective leadership (Walker, 2011). Performance management is specifically meant to align personal objectives relative to organizational objectives whereas ensuring that people support the primary values of an organization. Performance management allows the definition whereas facilitating acceptability of expectations in line with the conditions of role and accountability accomplishment (what one is expected to do), competence, (expected to entail) and behaviors (code of conduct). The purpose is to establish a background of people who can meet and extensively exceed prospects and to attain one's capability for individual benefits and generally to the organization. Performance management is specifically established to make sure that the management (including support and leadership team) establish and/or improve a pool of readily available workforce.

According to Matsumoto-Izadifar, (2009), the control systems of the traditional management are contemporarily outdated due to their inability to give applicable information to facilitate reasonable decision-making. Ndubai, (2008) indicates that an innovative performance management structure that is relevant and timely with the ability to sustain the changeability of information in this era. Nevertheless, Ndubai, (2008) recommended two vital functions of the Performance Management in an organization: Firstly, Performance Management (PM) has made sure that the workers are in a position to always work in line with policies and measures to protect organizational interests.

On the other hand, any system of Performance management has to have the capacity to inspire the workers to conduct their duties relative to organizational goal. Institutions are endlessly confronted with significant challenges of technologies which force them to transform to ensure effective business competition.

As such, institutions are forced to wholly equip themselves with enough information and competence workers owing to innovative transformations in both external and internal business environments. Globalization in conjunction with the dynamic market environments continues to enforce need for these changes in organizations (Ireland, Covin, & Kuratko, 2009).

Researchers have maintained that performance management entails some significant practices of impactful functions with ability to boost organizational performance (Clark, Pye, Eaton, Lind, & Bateman, 2011). The disadvantage of the top down strategy of management was revealed and indicated that the Performance Management has to indicate conscious and reasonable image of the management strategies, organizational goals and culture (Balta, 2010). On the other hand, Aldehayyat, (2011) recommended that Performance Management has to give an imminent regarding the evaluation and preparation measures relative to the general organizational objectives and mission of both the organization and its employees. PM has established a procedure of connecting organizational processes and goals with the anticipated organizational outcomes. Additionally, efficiency has the likelihood to evaluate resource exploitation of by the organization whereas effectiveness evaluates the customer's expectations and needs, thus, facilitate their accomplishment (Bowen, Morara, & Muriithi, 2009).

According to Ghatak, (2010), the addition of effectiveness and efficiency has the likelihood to become they would give a better imminent regarding performance level in an organization. Previous study shows the exploitation of the traditional PM is limited to allow effective organizational progress because it lacks the useful information. As such, ineffective method of governing a firm would lead to inappropriate or uncertain decisions.

However the private sector has embraced the different strategies of management including Business process reengineering (BPR), Total Quality Management (TQM) Balanced Scorecard measures and Kaizen viewpoint of administration before the public institutions. However, some practical researches have concluded that the current Performance Management has effectively acted as the suitable tool that has contributed transformation in the public sector for the last years (Barladi, & Enders, 2011).

STATEMENT OF THE PROBLEM

According to Prajapati (2009) and Karanja, (2014), the main aim of implementing performance management methods in the public service is to revolutionize delivery of services to the general public. The service provision of civil services in Kenya has long been known to be ineffectiveness and slightly below the standards and that causes much straining of the National Budget without reasonable outcomes (Prajapati, 2009; Karanja 2014). As a result, the government is continuously embracing and encouraging different transformation addressing the conditions in the past years. Such transformations include; Structural Adjustment Program (SAP) and stopping new employment in the early years of 2005s, Retrenchment Program and Voluntary Early Retirement, in the mid-2005s early years of 2000s Salary Review, Integrated Payroll and Personnel Database (IPPD), and Strategies to eradicate bribery in the Civil Service (DPM, 2010) amongst others. In 2005, the government embraced a primary step by initiating performance constricting standard and other worker-related performance administration strategies in the running of civil service and an encouraging model change in productivity has been stipulated

(Government of Kenya, 2010; Obong'o, 2008; Alino, 2013). Despite these, the performance of institutions in the public sector is still poor. Ayele, (2012) contents that poor outcomes of the public sector in Kenya has constantly delayed the understanding of accommodating monetary growth and development because the nation achieved her freedom in 1963. Commonly, extreme system and management, regular political intervention, poor administration, absolute misconduct of wealth and lack of a directing idea are some of the factors that lead to poor performance in public service delivery. According to Karanja (2014) absence of apparent center to what the country expects from employees and deprived strategies of determining performance can be underlined as the main problem. The responsibility of the Kenya school of Government is authorized with teaching of the government personnel, at different management levels. Government success is determined by success of the school; hence, failure of the school will negatively impact the government training. Different methods of managing performance have been used in not only public but also private sector, for improved organizational performance. These include strategies such as; Total Quality Management (TQM), Balanced Scorecard (BSC), Business Process Reengineering (BPR), and Kaizen Philosophy of management. Some of the methods have successful have empirically indicated their potential to improve organizational performance. The use of each of the methods in the Kenya School of Government could have influenced some accomplishment, or collapse. Hence, this study aims to establish the reliability of these methods. It is significant to conduct an experimental study to evaluate the most effectual performance methods of management in an attempt to advance the standards of services provided in colleges or universities. Therefore, this study aims to set up an understanding on the efficiency of performance management strategies on service delivery in Kenya school of government.

GENERAL OBJECTIVE

The general objective of this study was to establish the effect of performance management strategies on service delivery in Kenya school of government.

SPECIFIC OBJECTIVES

1. To assess the effect of total quality management on service delivery in Kenya school of government.
2. To evaluate the effect of Business Process re-engineering on service delivery in Kenya school of government.
3. To determine the effect of Kaizen Management Practices on service delivery in Kenya school of government.
4. To establish the effect of Balanced Score Card on service delivery in Kenya school of government.

THEORETICAL FRAMEWORK

Contingency Theories

Contingency Theories will be discussed based on both the “Situational Theory” and the “Path Goal Theory”. Woods (2009) recognize the Situational Theory of Hersy and Blanchard and the Path Goal Theory of Evans and House that form the Contingency Theories. The previous Theory indicates that readiness level determine the variance of performance between people at work. People low in task readiness, because of Inadequate aptitude, education or lack of confidence are common in people with low task readiness; hence these people need a special management strategy different from the strategy for people with high task readiness, good capacity, cleverness, self-assurance and enthusiasm to work. The Path Goal Theory depicts that the manager has the responsibility to boost motivation employees to enable accomplishment organizational goals. Woods ads that the manager and/or supervisor should link the employed management strategy with the situation at hand, hence give the best resolution in regards to organizational goals.

Interestingly, the theories have a definite objective that facilitates identification of a variety of resolutions to the hindrances (Aver &Cadez, 2009). The most excellent clarification of the problem in regards to organizational goals and surrounding environment is then embraced.

Before concluding on the decision, the temperament of the problem, organizational composition, human elements and the technology has to be considered. This theory enacts that unlike circumstances and settings call for different methods of administration and the supporters agree that there is no certain strategy of management; however, they stipulate that the most excellent selection is determined by the nature of specific circumstances at hand.

The speculation will be applicable in structuring the study wherein organizational management/administration should ensure that workers give their best while working. The strategies that managers use to improve employee performance are determined by the strategy that the administration believes to be the most suitable, with ability direct the worker performance. As such, the administration holds the independence to use the most suitable plan, whether Total Quality Management, Business Process Re-Engineering, Kaizen Management Practices or Balanced Score Card.

Scientific Management Theory

This study is as well founded on the theory of scientific management that was advanced by Fredrick Taylor between 1856-1917. Taylor was motivated to improve employee output at early ages of his profession on observing disgusting ineffectiveness through his contact with steel workers (Varela & Premeaux, 2008). His experience in the steel manufacturing plant enabled Taylor to observe the observable fact why employees may purposely provide their function

below personal ability (soldiering). Taylor accredited soldiering to three causes. Firstly, the roughly generally apprehended certainty between employees that fewer workforce would be required whereas some jobs would be eliminated if they increase their productivity, and jobs would be eliminated. Secondly, lack of incentive salary systems that encourage reduced productivity if the worker will get the equivalent disburse despite his productivity, assuming the worker has the ability to prove to the boss or manager that the slow pace of production is appropriate for the job.

Workers take vast concern against a good pace at work fearing that faster speed would be set as the new standard of work. If workers are salaried depending on one's quantity of production, they worry that administration will would slice the per-unit earnings increased production. Thirdly, employees misuse their endeavor by relying on rule-of-thumb strategy instead of most favorable working methods that is determinable studying the task scientifically. To sustain soldiering whereas enhance effectiveness, Taylor started conducting research to decide the most excellent intensity of performance for definite tasks and the essential to accomplishment of this performance (McMahon, 2009). The peculation mirrors the accounts of the endeavor to the improvement of service delivery in the human resource as the responsibility of performance constricting.

Taylor described the means by which the use of the scientific method to worker management would very much increase performance McMahon (2009). Further, De Waal, Counet, (2008) contends that Taylor understood in a similar perception that there is a most excellent piece of equipment for specific job hence, there is a suitable operational technique through which individuals should use in their tasks. Scientific methods of management are called upon to optimize the mechanism that everyday tasks were carried out whereas simplify the work sufficiently so that employees may be taught to execute their particular series of movements in a specific "most excellent" mechanism. This is relative to the idea of performance constricting that aims to accomplish the best productivity of services from the employee in an organization.

The relevance of Scientific Management Theory in the study recommends that the dimension of service provision can illustrate an influential system of getting reaction of the client regarding service providers. Collis & Hussey (2009) states that a healthier perceptive of service provision will allow the firm's workforce to amplify competence and efficacy with which wealth are transformed into interests service results. Procedures of service provision by performance constricting shows a potential management instrument for holding service providers; organization staff accountable in regards to the standards, that is, the quality and adequacy of services that they deliver to consumers.

The theory has been used to plan Business Process re-engineering, based on the prospect that scientific proponents of administration can be used through thorough changes to reorganize an underperforming institution and improve its accomplishment. It can as well restructure the

Kaizen Management Practices considering that kaizen philosophy supports for incessant upgrading of the production process and outcome status, and the use of scientific management theory, continuous improvement is likely to improve its overall efficiency.

The Behavioral Theory

The significance of Behavioral Theory in this study is based on the outlook of the employee approach and behaviour. In addition, this theory has been created in regards to the assessment of employee behaviour and approach (attitude). According to Armstrong (2009), PMS should function as an instrument to manage the approach and behaviour of workforce within an organization. Hence, attitude is considered as a means of evaluating and predicting employee abilities in undertaking a particular assignment. The behavioral view emphasizes on the responsibility of workers' behaviors to arbitrate the connection between the system of performance management and organizational performance; which is helpful to this study.

Attitude or behavior can be changed by learning about the process and so, how people take action should be measured as behaviour (Mace and Critchfield, 2010). However, this study refers behaviour as any action taken by people prejudiced by the surrounding and inheritance. In addition, the study considers inspiration as the foundation of behavioral character of people (Morrison, Madden & Twohig 2014). More so, Mace & Critchfield (2010) stipulates that behaviour is known to have been significantly prejudiced by enthusiasm and the approach employed to a particular task acts as a fine indication of performance.

On the other hand, Conner, & Norman, (2011) added that human beings who seek personal acknowledgment and prize in the course of their participation in an activity portray extrinsic inspiration whereas inherent motivation represents a delight resulting from one's contribution in an involvement. Hence, Maslow's pecking order of needs was applied in scenarios to sustain cultural differences between people.

The same basic needs are main inspiration elements for human beings worldwide. The resemblance does not exist among unusual and collectivistic culture from the self-actualization point of view (Agar, 2008), because of the changeability of needs and level of satisfaction from one individual to another. Through observation, Armstrong commented on the desires that were changing continually between people (Armstrong, 2009). According to the Hierarchy of Needs Theory by Maslow, the final objective of self-actualization is influenced by the supporters, the lively procedures of need fulfillment. For example, Maslow's theory is seen to be active since it comprehends that human beings are continuously in pursuit for ways to satisfy desires and claimed that inspiration only shows a fraction of social feature of people (Ward, Eastman & Ninness, 2009).

Actually, the variations are usually discarded by the workers since they are unwilling to acquire novel concepts but they were required to act by the new dimension as their main achievement

sign were forced on them by the administration and consequently, the exponents of this theory is likely to be used in modeling the steadiness between scorecard and total quality management. This could provide an insight into the direction of the objectives the necessary objectives. For the Kenya school of government, Balanced scorecard is being practice at different departments and at different levels. The success of these departments that are applying this business model are instrumental in highlighting its success and applicability in the institutions of higher learning.

Goal Theory

Goal theory will also be adopted for this study. The theory proposes that human beings are more motivated to act when there is a reward at the end of the performance of a task or behaviour. Motivation theories and need theories are all theories brought forward in view of understanding what underlying goals determine which kind of behaviour. The goal theory proposes that a reward at the end of a task or behaviour acts as a motivation for the performance of that said task or behaviour. However, the reward should be clearly stated. The end state can be the reward in itself. It is proposed that an efficient goal must have four components: proximity, difficulty, specificity and feedback. An ideal goal is a goal where the time between the reaching out and the end state is close.

It is moderate in difficulty, neither too easy, to present some challenge, nor too difficult, so that success seems possible. The goal should be specific. The individual must understand what is expected out of him, to start out for the goal. A specific goal gives direction of focus to that specific goal and away from distractions. Feedback is necessary for measuring progress towards the goal. Feedback makes it possible to know whether the level of efforts is adequate and in the proper direction or needs corrections.

The relevance of this theory to the research study can be credited to the works of Vance (2013) that highlights four mechanisms that connect goals to performance outcomes. First, goals direct attention to priorities that is when specific goals are set for workers it drives their attention to priorities of achieving the goals. Second, they stimulate effort, in other words when sets of goals are attached to specific reward system it stimulates workers to work better and effectively.

Third, they challenge people to bring their knowledge and skills to bear to increase their chances of success. Fourth, the more challenging the goal, the more people will draw on their full repertoire of skills. This theory will be used model the performance appraisal and performance contracting variables, where the goals and motivation of the workers is to be appraise and promote, after attaining a particular threshold on their performance track. This means that upon attainment of a particular goal, the workers may get a promotion, and this may tend to improve on their performance.

EMPIRICAL LITERATURE

Total Quality Management and Service Delivery

Erika, (2010) defines Total Quality Management (TQM) is a strategy that aims to improve organizational competitiveness, efficacy, and suppleness of an institution for the interest of all stakeholders. TQM is a mechanism of setting up, putting in order each action consisting a number of activities such as client prospect, top administration promise, worker training, worker's participation, procedure supervision, contractor relation, benchmarking, incessant upgrading, value dimension, value review, value development and headship. TQM focuses on improving the quality of an organization products and services and stresses that all of the organization's activities should be directed toward this goal (requires the whole organization-wide commitment to TQM). It requires the cooperation of managers in very function of an organization if it is to succeed (Fwaya, Odhuno, Kambona, and Odhuon, 2012).

At the forefront of the drive to improve product or service quality is a technique known as total quality management (Ligare, 2011). According to Armstrong (2010), these activities give a capable and effectual strategy of improving value in an institution assisting to accomplish the set objectives.

The implementation of TQM by institutions is hindered owing to disobedience with the strategies and values of TQM execution. While some firms manage TQM as a plan expected to work and achieve the delightfulness by itself, other institutions have applied half-hearted strategy to it, by engaging some fragments and parts of the ideology.

Fernandez, (2011) marks this as the factor that has accounted for the malfunction of various firms in accomplishing their probable goal from executing this philosophy. However, it is recommended that MFIs to enact quality supervision values and execute them productively for customer delightfulness through competent quality services. According to Malik & Khan (2011), the service segment has delayed in enacting standards and in embracing the connecting ideas of TQM and permanent development when compared with the manufacturing industry.

Tarus, (2012) identifies eight managerial activities that are essential in TQM. Importantly, customer focus stands as the first activity. The research depicts that the client eventually examines quality standard. Regardless of the activities engages facilitate value development by training workers, mixing value into the planning course, advancing technology (computers or software), or purchasing new measuring tools; the client decides value of these efforts. Consequently, employee involvement notes the second organizational practice. All workers contribute in functioning toward shared target. Total worker promise can only be achieved after fear has been eliminated from the working environment, when motivation has taken place, and administration has given the suitable workplace. Better production working strategies mix permanent development efforts with usual business processes. Self-managed groups are an

example of inspiration to better performance. The third activity is being operational focused. This notes a vital part of TQM as a center on procedure opinion.

A process entails a cycle of stages that receives inputs from suppliers (internal or external) and changes the inputs into products that are given to customers (either internal or external). The necessary stages in carrying out the operations are clarified, and achievement evaluations are incessantly checked for detection of any unpredicted difference. The same dimension of significance of administration leadership is supported by conclusions of a research carried out by Eshiwani (2009). Results of the research indicated visionary headship as a vital human resource-related elements that ensure successful execution of TQM in high education institutes in Kenya. The scholars clarified the significance and vitality purpose of visionary headship in these organizations.

The significance emerges in participation of top managers and/or supervising in developing, sustaining consumer view of work value and demonstrating clear quality standards in their organizations.

TQM need to be launched and controlled by top leadership; which is a main point. Zhang, (2007) state the main reason why efforts to execute TQM usually fail is because executives do not control and get promise - rather than give and pay slip service. Self-realization and involvement is required from top leadership in developing and putting into practice quality characteristics and aims reliable with organizational objectives and in developing and embracing well explained strategies, methods and achievement evaluations for accomplishing those targets. According to Zhang (2007), these structures and strategies control all value-oriented actions and persuade contribution from all workers.

Business Process Reengineering and Service Delivery

According to Davenport and Short (2005), BPR plans are influenced by an agency's visualization which can be categorized into subjective business goals such as cost reduction, advancement rotation period and outcome quality development. As such, it is essential to recognize what operation to reengineer. A variety of firms select the high-impact method that provides direction on the most crucial functions clarifying those that distract from the business vision. Business Process Reengineering is not just an easy mechanization of operations using computers; fastening those operations cannot clarify their essential achievement shortages.

Various occupation plans, work systems, control strategies, and organizational arrangements came of age in a different competitive surrounding and before the arrival of the computer technologies. They are focused toward effectiveness and management. Yet, according to Hammer & Champy (2009), the motto of the current era is novelty and pace, service and value. Despite of Hammer and Champy's (2009) refrain indicating, do not mechanize, wipe out, a clean

schedule change is not easy to find while carrying out an action or, as Davenport (2006) depicted that a plain sheet of paper used in reengineering needs a plain cheque so as to execute.

There exist three types of businesses that embark on reengineering: through the reengineering, an organization can find itself in a problem, others can predict a future problem through BPR, while others apply BPR to utilize an opportunity to rise above their competitors (Hammer & Champy, 2009).

In comparison mature BPR executions (as examined based on procedure maturity) brought about a strategic emphasis followed by a process-focused (Maull, Tranfield & Maull, 2003). Cost-focused BPR projects (programs intending to intimidate cost reduction) were considered the least mature among the three classifications evaluated in the research. Hence, firms must embrace strategy-focused and operation-focused BPR to accomplish commendable developments in various strategic evaluations of performance (Maull, Tranfield and Maull, 2003).

A study of 156 companies that had applied BPR in Australia found out that there was a positive relationship that exists between implementation of BPR as an overall strategy for business and the performance of an organization (Kassahun, 2012). Another study of 73 companies in Slovenia established that process measurement and strategic alignment had a strong positive relationship with the success of the BPR (Herzog, Polajnar & Tonchia 2009). In a study of crucial factors affecting the success of BPR, Al-Mashari and Zairi (1999) also clarified the significance of strategy-led BPR, well matched with the general organizational approach.

It is difficult to enact a radical BPR in the public segment owing to the inter-institutional nature of public administrative and service processes (Sundberg & Sandberg, 2006). The authors contended that the inter-institutional borders are hard to diminish owing to greater ingrained traditional and conditioned command and management arrangements that challenge fundamental transformation. Certainly, Indihar-Stemberger and Jaklic argued that deep-seated transformation in business operations and arrangement is not possible in the public segment (Indihar-Stemberger and Jaklic, 2007).

They recognized the following transformation-inhibiting considerations: the restraints forced by system of government (red tape), the higher levels of interdependence crossways organizational borders, more common yield of top-level managers, higher confrontation to transformation from workers, and administration having limited power than do their counterparts in the private sector.

According to Magutu, Nyamwange and Kaptoge (2010) Kenya and also all over the world, very often if an organization implements BPR, all the other organizations want to do the same and BPR has become a buzzword in the business environments. The term is sometimes even used when organizations plan to undertake routine cost cutting measures such as closing down non-profitable branches, reduce excess staff, and change the organization structure. However, it is found out that different organizations adopt the term without analyzing their internal and external

business environments in order to justify that they are reengineering and to fit in the trend that other business are also undertaking BPR. This can be explained as what Adhola (2007) argues to be competition in the present globalized business environment. In most cases companies like KK Security and Wrigley Company in the region have explored ways of structuring not only, their products and services to meet the needs of the consumers beyond the traditional geographical borders, but also their internal processes to efficiently deliver the required outcomes.

Kaizen Management Practices and Service Delivery

Kaizen is comparably participative as it includes the senior and junior administration staff over the organizations subsequently making Kaizen groups which encourage enhanced authoritative ability (O'Meara, 2013). Doolen et al. (2008) portray the factors that are utilized to quantify the effect of Kaizen exercises on human asset. These factors incorporate state of mind toward Kaizen occasions, abilities picked up from occasion interest, understanding the requirement for Kaizen, effect of these occasions on representative, effect of these occasions on the work territory, and the general impression of the relative achievement of these occasions.

The major advantages of Kaizen include an increase in performance of business through an increase of performance of the employees, reduction in wastage, improvement in the time of setup, decrease in breakdowns and improve lead time (Hyland, Terry & Milia, 2004).

The overall objective of Kaizen performance management is to increase the delivery; cost and quality. Kaizen management practices are equated to target costing of production methods with its origin from Japanese Industries (Williams, 2001). Targeted costing ensures that all the products were produced cheaply and yet earn a good profit.

A study by Aoki, (2008) on Transferring Japanese Kaizen exercises to abroad plant in China', found that, Kaizen exercises in the nations outside Japan, for example, US, China, Australia, Sweden and the UK recommend that the idea, methodologies, and practices of Kaizen have turned out to be routinely acknowledged all through the world. In any case, writing demonstrates that, as Kaizen is acquainted with abroad operations taking after the Japanese corporate extension exercises, the execution of Kaizen usage is relevant ward. Notwithstanding the national culture, the study demonstrates that the association culture altogether impacts the selection of Kaizen practices.

A study by Kariuki (2013) to establish fit between Kaizen culture and organizational culture of manufacturing companies in Kenya found that quite a number of challenges were experienced by manufacturing companies in Kenya. Some of those challenges included; employee resistance to towards continuous improvement practices due to untimely introduction of change at the workplace. It was established that technology was the driving force of continuous improvement practices among the manufacturing companies in Kenya. A study by Muthengi and Soni (2005) on effectiveness of Kaizen System in enhancing financial performances of Baba Dogo Metal

fabricators found that Kaizen is not a procedure effectively used. Despite the fact that the standards can be just characterized, taking in their viable application through cross-useful kaizen groups requires study, duty and determination.

Direction by experienced professionals, frequently on a drawn out premise, is referred to on numerous occasions as a basic central of progress, and as with most business change forms, the prizes are proportionate with the business enterprise. Another study by Ngware (2006) on effects of Total Quality Management using Kaizen on implementation of business performance in service institutions, case of Kenya Wildlife Services, the study found that in order for an organization to successfully implement quality management system, the top management must create, share and sustain quality management targets and values. The top management must also demonstrate visibly commitment to quality issues since this influences success of the value management approaches. They concluded that top management must commit sufficient resources for successful implementation of quality issues.

There are a several studies on Kaizen as a Japanese management system practice in Japan, its implementation, organizational performance and culture (Brunet & New, 2003). They showed that Kaizen varies exceptionally within different organization owing to changes in that particular business setting. They include its integration with strategies in Australia and the results showing its success being related to employee involvement. In Sweden, studies have shown that Kaizen is significantly related to culture (Lindeberg & Berger, 2006) and its significant relationship to the cultural context in the United Kingdom (UK) is also shown by Oliver and Wilkinson (2002).

Balanced Scorecard and Service Delivery

Regardless its extensive implementation, Parmenter, (2012) notes that the output of embracing the BSC have differed from victorious to non-touchable outcomes to absolute ineffective. A developing structure of learning therefore evaluates hindrances in the BSC, especially in its perception (Kraaijenbrink, 2012), use (Basuony, 2014), and activity (Hoque, 2014). The same scholars challenge these hindrances would either weaken the success of the BSC or influence organizations to discard the BSC generally for better alternatives of examining achievement.

Therefore, motivated by the above, this analysis adds to this body of literature by establishing a methodical assessment of the application, interests and hindrances of the idea and activity of BSC and proposes and substitute tool of measuring performance or achievement. Establishing a stable scorecard begins by naming the view of the work.

Usually, the balanced scorecard task is performed from the four categorical standpoints proposed at first by Kaplan & Norton (2007); namely; financial perspective, consumer point of view, position of the internal operations and view of learning and development. Other probable stand points applied in the literature are connected to, but not limited, human resources, the

surrounding, sub-contractors and social effects. The standpoints used in this research are the four suggested originally by Kaplan and Norton.

Bose and Thomas (2007) studied the usage of the BSC in “Foster’s Brewing Group” in Melbourne Victoria – currently managed by the SABMiller Plc. Foster’s Brewing Group was encountering a downfall in its achievements. The CEO preferred to employ the BSC as a tactical administration instrument to obtain and to enhance intellectual capital, and to keep hold of old markets while confining new markets. Investing in intellectual capital would improve innovation of outputs and aims to enhance and maintain the brewing firm’s quality and its competitive advantages. The usage of the BSC upturned the falling performance by enhancing the market culture of Foster’s Brewing Group. However, execution of the BSC had a variety of hindrances. It took an extended period since the BSC’s top down arrangement placed a higher focus on top leaders. The exit of some top level administrators delayed execution.

Antonsen, (2014) carried a research on disadvantage of the BSC in Norway and the research indicates the approach of applying BSC influence interactive and personal learning and assurance of the line supervisors and workers in, and lessen institutional learning. In addition, the outcomes of the research indicated that prompt evaluation does not promise disapprovingly insightful work conduct and has the contrary outcome of influencing valued loose time in group gatherings that or else would be applied for indication by advisors and line supervisors on enhancing task activities.

Wua et al (2009), brings up significant factors of measuring procedure and gaps to enhance banking operations so as to obtain preferred standards and the research declares that the recommended unclear, measurement structure of banking operations with BSC structure can be a practical and successful evaluation instrument.

In addition, Zhang et al., (2009) investigated the balanced scorecard in a commercial bank in the performance administration structure and they affirmed the Balanced Scorecard enhances the standards of performance administration assessment method depending on the preface of consumer aspects, internal business operations, worker learning and development and financial elements. BizShifts (2010) recognizes the absence of a united standpoint of the BSC as a important constraint throughout execution. The idea of the BSC is fundamentally an inventory of metrics that causes execution to be hard and exasperating. The first stage of enacting the BSC is articulating a plan as quantifiable objectives. Nevertheless, inhabiting the BSC with objectives does not indicate changing approach into objectives. Also, the BSC does not apparently explain plan or objective development nor does the BSC maintain it does. Furthermore, top-down plan of the BSC is a theoretical restraint because it places the achievement or collapse of the BSC directly on top administration (BizShifts, 2010). This plan also shows the BSC highlights organizations have bureaucratic management, hierarchical arrangements and obviously defined work duties were the culture that is not the issue.

Also, the BSC is becoming more and more lacking because one-way linear cause-and-effect relations are not enough to explain the multifaceted character of business currently. For example, consumer viewpoint is inter-connected with different views like worker fulfillment, provision time/period and product value. In turn, consumer fulfillment would manipulate worker fulfillment.

RESEARCH METHODOLOGY

Research Design

This research employed a descriptive research design. Descriptive research design deals with recording, describing, reporting and analyzing conditions and situations that exist in an organization, without manipulating the variables (Kombo & Tromp (2006). The descriptive design was applied in this study because the researcher collected data on the how the performance management were applied to improve on the service delivery at the Kenya school of Government - Nairobi.

Target Population

Orodho (2009) defines target population the entire group of the hypothetical set of events people, or objects which the researcher wishes to generalize the findings of the research. The target population for this study was 121 subjects comprising top management, departmental heads, sectional heads and lecturers in Kenya school of government Nairobi. The sampled respondents were considered for the study because they were directly involved in the implementation of the performance management strategies and thus had the relevant required information.

Sample Frame

Orodho (2009) defines sampling as a method of obtaining and selecting of a number of representatives for a particular population of interest. This means that all the statements that were reached at by the sample are considered to be true to the rest of the population. For this study, the study conducted a census survey owing to the number of targeted population. All workers in the Kenya School of Government Nairobi were purposively sampled for the study.

Sampling Procedures

The researcher applied census sampling to sample the respondents for this study. All the institution management staff, the departmental heads, the sectional heads and the lecturers were sampled for this study.

Research Instruments

The research utilized two sets of instruments of data collection, which were a questionnaire, and a Data collection Sheet. The researcher developed the data collection questionnaire. The closed ended type of questions enables a reliability of certain type data across respondents while open ended questions give the respondents the freedom to respond. The questionnaire contained both open ended and closed ended items. The questionnaires were developed from objectives of the study, and the research questions. The researcher applied a Secondary Data Collection Sheet to collect data on the performance of the staff at KSOG. The data was obtained from the human resources offices, where the customer surveys data from 2013 to 2017 were analyzed correlated with the responses from the questionnaires.

Data Analysis and Presentation

Data analysis is defining as a process of manipulating, categorizing, and summarizing of data so as to seek answers to a query (Morris 2005). The data collected was coded and recorded and analyzed, by the use of Statistical Package for Social Scientists (SPSS Version 21). Quantitative data analysis entailed analysis of statistics concerning a situation by choosing specific aspects of the situation. Descriptive statistical methods were applied in the analysis of the quantitative data. These include frequencies and percentages. Linear Regression analysis was calculated to determine if there was any relationship between the dependent and the independent variables. The results of data analysis will be presented using frequency distribution tables, bar graphs and pie charts. Linear regression will be used to test the hypothesis at a significance level of confidence ($p < 0.05$). For the variables relationship, the equations are as follows:

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

Where: X_1 = Total Quality Management; X_2 = Balanced Score Card; X_3 = Business Process Reengineering; X_4 = Kaizen Management Practices; Y = service delivery; β_0 = Constant; β_1 , = parameter of association with (X_1) Total Quality Management; β_2 , = parameter of association with (X_2) Balanced Score Card; β_3 = parameter of association with (X_3) Kaizen Management Practices; β_4 = parameter of association (X_4) Kaizen Management Practices; ϵ = error factor (contains factors rather than $X_1, X_2 \dots X_4$ that affect Y)

RESEARCH RESULTS

The purpose of this study was to establish the effect of performance management strategies on service delivery in Kenya school of government

Effect of Total Quality Management on Service Delivery

Total Quality Management has a significant positive influence on service delivery at the Kenya school of government. The research found out that the majority of the respondents identified the existence of total quality management policies at the Kenya school of government. The research found out that ethics were upheld to a high level of standards at the Kenya school of government. The study further established that the staffs at the Kenya school of government were required to uphold high levels of Integrity. The study established that respondents agreed that there was a mutual trust that exists between the management and the staff, and thus improve on the service delivery at the Kenya school of government.

The study further established that every single improvement in the services at the Kenya school of government was documented for future reference. The research found out that the Management of the Kenya School of Government emphasizes on teamwork of all the employees, so as to enhance efficiency and improve on the services delivered. The research found out that there was recognition for the extemporary performing workers at the Kenya school of government. The study further established that the management of the Kenya school of government also focused on the Communication between the management and workers and the clients, in efforts to assess the quality of services delivered.

Effects of Business Process Reengineering on Service Delivery

Business Process re-engineering has a significant influence on service delivery at the Kenya school of government. The study established that all the workers at the Kenya school of government showed great commitment to the organization and its objectives. The study established that Co-operative team work of employees at the Kenya school of government was instrumental in the service delivery and service quality. The study further established that acceptance and use of responsibility by the top management improved the quality of the services. The study established further that acquisition and use of new knowledge and skills by the staff helped in improving the quality of services that were offered.

Effect of Kaizen Management Practices on Service Delivery

Kaizen Management Practices has a significant positive influence on service delivery at the Kenya School of Government. The research found out that the ultimate goal of Kaizen in Operational Performance in Kenya school of government is to improve quality, cost and delivery. The study further established that the Kenya school of government has embarked on a strategy to improve the services offered in the institution gradually. The study established that each year produces better results than the previous one at the Kenya School of Government. The study further established that the employees at the Kenya school of government are taken on on-job trainings so as to improve on their performance.

Effect of Balanced Score Card on Service Delivery

The fourth objective of the study sought to establish the effect of Balanced Score Card on Service Delivery. Balanced Score Card has a significant positive influence on service delivery at the Kenya school of government. The research found out that there were some elements of balanced scorecard customer service perspectives at the Kenya School of Government. The research found out that Kenya School of Government – Nairobi provided better services than the rest of the branches. The study established that the Kenya School of Government utilized its finances well. The study further established that the Kenya school of Government – Nairobi was constantly seeking new avenues to increase revenue, and finances through donors and well-wishers. The study further established that there were opportunities for continuing professional development at the Kenya school of government. The study further established that Employee remuneration was better than other organizations of the same level.

INFERENTIAL STATISTICS

Inferential statistics allows you to make predictions (“inferences”) from that data. With inferential statistics, you take data from samples and make generalizations about a population. It allows us to draw conclusions from data that might not be immediately obvious.

Table 1: Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.681 ^a	0.464	0.467	0.624

a. Predictors (Independent variables): Total Quality Management, Business Process reengineering, Kaizen Management Practices, and Balanced Score Card

b. Dependent Variable: Service Delivery in Kenya school of government

The model analysis of regression in 1 indicates the strength of the relationship between the independent variables (Total Quality Management, Business Process re-engineering, Kaizen Management Practices, and Balanced Score Card) and the dependent variable (Service Delivery in Kenya school of government). The R square value in this case was 0.464, which clearly suggests that there is a strong relationship between Total Quality Management, Business Process re-engineering, Kaizen Management Practices, and Balanced Score Card and Service Delivery in Kenya school of government. This indicated that Total Quality Management, Business Process re-engineering, Kaizen Management Practices, and Balanced Score Card share a variation of 62.4% of Service Delivery in Kenya school of government.

CONCLUSION

That the variables of the total quality management were being practiced at the Kenya school of government Nairobi branch, and that they were effective in improving the quality of the services delivered. Total quality management led to better quality of services in the departments that it was being practiced.

The Kenya school of government also applied some of the business process reengineering, and especially in the ICT sector, where the ineffective systems and practices were scrapped off and newer ways of doing things instituted. This had a positive impact on the services delivered, especially on efficiency.

The study further concludes that the application of kaizen management practices at the Kenya school of government led to an improvement of the services offered, as kaizen practices aimed at improving the quality of the services and processes.

The study further concludes that balanced scorecard variables were being practiced at the Kenya school of government in effort to improve on the quality of services delivered. These improved the entire organization in terms of finances, customer focus and overall efficiency of the institution.

In general, the performance management strategies applied at the Kenya school of government were affective, but with varying degrees of effectiveness. The Total quality management was the most effective performance management strategy that affected the service delivery at the institution.

RECOMMENDATIONS

The students, staff and the stakeholders of the Kenya school of Management should be involved in the strategic planning of the institution, so as to provide feedback on the places that need improvement, and help craft a wholistic strategy that is all inclusive. This will help in improving the quality of services offered, and the overall efficiency of the organization.

The top management (Heads of Departments and Administrators) should be taken for the performance management seminars by the management, to indulge them on the options of performance management. This will equip them with information of the available options of performance management, so that they can choose on the most appropriate one for their case.

The management of the Kenya school of government should also carry out regular research on the current trends in the country and region, as well as emerging issues in the world. This will help the management in adjusting towards the direction the world is facing, and in adopting to the ever changing environment.

The performance management strategies studied in this research should form basis for future adjustment to the policy makers. An internal audit should be carried out at the Kenya school of government to establish the most appropriate performance management strategy, and the possibility of blending two or more of these strategies for application.

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