



The Efficacy of Performance Contract Target Setting on Innovations in Public Technical Universities in Kenya

¹Opiayo Peter Mabubi ²Dr. Areba George Ngwacho ³Dr. Nyakundi Eliud

¹PhD Student. Kisii University, Kenya. Email: pmabubi@gmail.com

²Department of Education Administration, Planning and Economics, Kisii University.

³Department of Education Administration, Planning and Economics, Kisii University.

Corresponding author Email: gareba@kisiiversity.ac.ke

Received April 26, 2020; Revised September 5, 2020; Accepted October 6, 2020

Abstract: *Over enrolment and inadequate resources in Public Technical Universities in Kenya contribute to low quality education devoid of research and innovation and incapable of driving the National Development Agenda. Consequently, does Performance Contract Target Setting stimulate innovation in Public Technical Universities? The study sought to establish the efficacy of Performance Contract Target Setting in stimulating innovations. The study utilised the Goal Setting theory advanced by Locke and Latham (2018). The study employed the Explanatory Survey research design. The study was carried out in Technical Universities in Kenya. From a population of 15104, a sample of 377 was obtained using the Morgan Krejcie formulae. Data was collected by the use of questionnaire. Content validity of the instrument was ensured by expert judgement. Reliability of study instruments was ascertained by Cronbach alpha. Analysis of qualitative data was done by use of content analysis based on identifiable themes while Quantitative data was analysed by use of Simple regression. Analysed data was presented in tables and figures in line with study objective. The findings revealed that Performance Contract target setting accounted for 65% innovation in Public Technical Universities. The study concludes that Performance Contract Target Setting has a positive influence on innovations in Public Technical Universities. It is recommended that Performance Contract Target Setting should specifically include innovation and be strengthened as a tool for management to increase efficiency and stimulate innovations in Public Technical Universities.*

Keywords: *Target, Performance, Innovation, Efficacy, Management, Goals and Contracting.*

How to reference this article (APA):

Opiayo, P.M., Ngwacho, G. A. & Nyakundi, E. (2020). The efficacy of performance contract target setting on innovations in public technical universities in Kenya. *Journal of Research Innovation and Implications in Education*, 4(3), 258 – 267.

1. Introduction

Performance contracting, which started in France, is a form of Results Based Management. Performance Contracting constitutes diverse strategies that explain expectations and responsibilities between parties to attain agreed upon results. When executed, it is helpful for articulating more clear meanings of expectations and

supporting creative administration, observing and control techniques and simultaneously bestowing administrative and operational independence to supervisors in Public Service. Nzuve and Njeru (2013) established that it is an approach that is effective, spells out expectations and ensures that individual performance goals are in line with those of an organization. Armstrong (2017) found out that Performance Contracting began from performance for

executives, a deliberate cycle that creates and sustains the performance of people and groups.

Performance Contracts essentially involve two parts; assurance of performance targets agreed upon by all the parties involved and review and evaluation of performance. Performance management can thus be ascertained through Performance Contract Target setting, which not only binds but also ensures output of organisations by determining clear outcomes. The main objective of Performance Contract Target Setting is the control, monitoring and evaluation of employee's performance. Performance Contract Target Setting enable structures for productivity. However, this does not explain if this is also true in regard to innovation in Public Technical Universities.

According to Mwiti (2013), Performance Contract targets constitute a useful tool to employers in defining clearly the objectives as well as supporting new management control and monitoring methods, while leaving daily operations of management to managers. Organizations have embraced modern management in order to survive the organizational turbulence occasioned by externalities. Result Based Management calls for a major change in perspective where supervisors define expected results, set targets, measure performance regularly and objectively, gather and interpret information, make reviews and improve efficiency and effectiveness (Gabriele, 2018). Public Technical Universities are mandated to conduct research and yield innovations. The studies in review do not indicate how Performance Contracting has stimulated innovation.

A study by Kinyanjui and Wambua (2020) on performance based contracting, established that public and private sectors, use the tool as an efficient way of acquiring and delegating quality goods and services with the available resources. Findings fail to explicitly indicate how Public Technical Universities have been influenced in the area of innovation by Performance Contract Target Setting.

The outcomes of Performance Contract have been varied. Experience from The New Zealand indicate that Performance Contract has be concerned not only with structures and systems, but also with roles, responsibilities and relationship in pursuit of performance improvement, improving the system as an evolutionary process, and the environment within which public sector management takes place (Kinanga et al., 2016). Measurement of such performance is possible only when specific targets have been set and measuring parameters developed.

Kinyanjui and Wambua (ibid) reported that Performance Contracting was first introduced in Kenya in 1989 as means of responding to the needs of the taxpayers. A Parastatal Reform Strategy paper, approved by the cabinet

in 1991 was documented to facilitate the same. Currently, all state-owned enterprises (SOE) and all Public Technical Universities sign and implement Performance Contracts. Public Technical Universities, which fall under State Corporations, are funded by the exchequer and their core mandate is research, education, training and extension (outreach) that leads to innovation which informs development.

Performance Contract Target Setting in Public Technical Universities may be a strategy to enhance budgeting, promoting a better reporting system and modernizing management while enhancing efficiency in resource use and effectiveness in service delivery (Cheche and Muathe, 2014). Present literature is inadequate on how adopting Performance Contract Target Setting has enhanced innovation output for Public Technical Universities.

1.2 Statement of the Problem

Studies show that Performance Contracting adoption in State Corporations was informed by the perception that they were performing poorly due to plunder and mismanagement. Public Technical Universities missed out on the pilot and initial inception and processes of Performance Contract Target Setting as a strategy to improve their performance despite their key role of research and innovation to inform development. Most studies on Performance Contracting have focused on management and employee perception in the commercial State Corporations. There is scanty and inadequate information on how the adoption of Performance Contract Target Setting has influenced innovation in Public Technical Universities despite their enormous task of supporting Kenya's Vision 2030 and National development agenda, through research and innovation. It is for this reason that the researcher was motivated to undertake this study to establish the efficacy of Performance Contract Target Setting in stimulating innovations in Public Technical Universities

1.3 Objective of the Study

The objective of the study was to investigate the role of Performance Contract target setting on innovations in Public Technical Universities in Kenya.

1.4 Research Hypotheses

This study set a research null hypothesis, thus;

H₀₁: *There is no statistically significant influence of Performance Contract Target setting on innovations in Public Technical Universities.*

1.5 Significance of the Study

Result of this study will inform policy decisions and actions in streamlining of Performance Contract Target setting in Public Technical Universities, by the government, to assure increased innovation. Study findings will also be used by the University to identify areas of weakness that may hamper realization of benefit of Performance Contract Target setting. Further, the findings will add to the existing literature in the field of Performance Contract Target setting and innovation in Public Technical Universities. The study recommends aspects requiring further research which would spur interest from other researchers. The study findings may also inform government policy on Performance Contract Target setting. Stakeholders may utilize the findings in justifying adoption of Performance Contract Target setting, as a strategy of improving performance of Public Technical Universities.

1.6 Theoretical Framework

This study was informed by Goal Setting Theory (GST) developed by Latham and Locke in 1979. The theory states that performance is high when organization set specific goals, when goals are difficult but accepted and when there is feedback on performance (Armstrong, 2017). Schmidt (2019) asserts that the goal setting theory pre-supposes particular tenets of goals which makes it applicable, thus: the set goals be specific to a function; goals must be difficult but attainable; goals must be accepted by those to implement; feedback must be provided on goal attainment to sustain interest and motivation; goals can be useful in gauging performance of individuals and teams.

Again, both individuals and groups should set goals, since the goals are interrelated in a hierarchical format. Institutions should thus develop goals that reflect core mandate. Schmidt (2019) also reiterate the need for accepting the goals which will lead to commitment to achieve performance. Performance Contracting operationalized in this study based on its key processes of target setting is viewed as a management approach that enables efficiency and feedback as espoused in Goal-Setting Theory.

2. Literature Review

The Influence of Performance Contract Target Setting on Innovations in Public Technical Universities

Performance Contract Target setting constitutes an approach aimed at liberal management where a manager of a public sector institution is relieved of unnecessary

cumbersome protocols hindering quick decision making. Osborne et al., (2017) argues that Performance Contract defines strategies that are implemented to yield clear results. The Kenya Government Policy Paper on Performance Contracting (2010) underscores the fact that Performance Contract Target setting is useful means to establish control systems for state entities.

The concept is grounded on the aspect of performance which Armstrong (2017) views as achievement of qualified and quantified objectives and targets for which work is directed. Target setting is thus an important first step in Performance Contracting. Targets are aligned to the strategic objectives. One key element in the strategic objectives of Public Technical Universities is innovation.

Wafula (2013) found that the factors which necessitated Performance Contract Target setting adoption was desire to include delivery of quality services through improved performance, maximization of shareholders wealth through improved productivity; reduced reliance on the exchequer funds that trickle in.; proper utilization of resources through accountability and transparency and reduction of bureaucracy so as to give government agencies autonomy. Performance Contract Target Setting should thus enable innovative, focused ways of doing business. The current study investigated how Performance Contract Target Setting contributed to organizational innovation in Public Technical Universities.

Ngware et al., (2019) further notes that there exists variations and inherent challenges which are noted in scope of Performance Target setting, order and prioritization, deviation from targets that are agreed, ranking of performance indicators, neutral third-party evaluation and incentives and reward administration. In this context, setting of targets can be customized to support localized and institutionalized policy framework informed by unique needs of government and organizations. The current study investigated if such targets on innovation are included in Performance Contract which is signed annually.

The Kenya government introduced Performance Contracting where Target setting and cascading involve individuals, teams and departments and the entire organization. Kinanga (2016), illustrates that performance targets come from institutions and they are freely negotiated. Monari (2017) explains that setting of targets is critical to employees as it is to managers. This is because they all contribute albeit differently, to the growth and productivity of the organization, as they determine high performance.

Nganyi et al., (2016) studied Performance Contracting in Kenya. The findings indicate that Performance Contracting targets are constructed after the budgeting process has been undertaken and government agencies and institutions provided with information on the allocated and available resources. Mauya (2015), specify that such

targets are generated by the institutions and are freely deliberated upon and agreed.

The fact that these targets are freely negotiated makes them more acceptable to the employees who are then motivated to perform since such targets are drawn and informed by the strategic plans, and objectives that are anchored on the core mandate of the institutions. The relevance of this, therefore, is that for Public Technical Universities, their targets would reflect their core mandate of teaching, research, community service and innovation. One problem with Performance Contract Target setting process is the inadequate involvement of employees. Whenever this happens, then employees feel alienated and view PC target as part of management scheme to witch-hunt and punish employees.

Piper, et al. (2017) established that 59% of employees were not involved in setting of targets because of their low level of academic qualification and inability to cascade. This study supports Voegtlin et al. (2016) who asserts that overall strategy and target formulation requires abilities to conceptualize, analyse and judge. This is also echoed by Messah and Kariuki (2011) whose study found out that 57% of employees were not involved in setting Performance Contract targets. Such a scenario is likely to adversely affect the nature of targets and its acceptability as it may not automatically fit in to job description of the employee.

Kinanga et al. (2016) found out that there was a relationship between Performance Contract Target setting and employee's performance. Serebwa (2017) explains that Performance Contract Target setting should not be influenced by desire to be self-fulfilling where easy, soft target are set but rather, set realistic and achievable target that add value and enhance growth of an institution. This supports the use of goal setting theory as utilised in the current study. The present study sought to find out if employees are involved in the process of target setting. It was also necessary to establish if the mission statements specifically outlined innovation as a pre-determined dream. The interaction, therefore between Performance Contract Target Setting and Innovation should be evident in target and pre-determined pace of innovation, with projected time frames.

Studies have been conducted on innovation (Stowey, D and Grider D (2014); Ukpabio, M., & Siyanbola, W. O. (2017). These studies focus mainly on the relationship between process innovation and organization performance. The present study investigated how Performance Contract Target Setting as a management tool stimulates innovation in Public Technical Universities

as a strategic objective and hence improve its performance, by promoting a culture of scientific innovations.

3. Methodology

The study employed explanatory survey research design as it sought to describe and establish the associations among the key study variables, namely, Performance Contract Target Setting and innovation. Walliman, (2017) explain that explanatory survey design is concerned with conditions or relationships that exist, practices that exist, processes that are going on, effects that are being felt or trends that are developing. Explanatory design is used where theories are used as a basis for understanding and explaining practices or procedures (Dhanabadi, 2016).

The target population comprised of Public Technical Universities in Kenya. The population comprised of 109 administrators, 403 lecturers and 14,592 students totalling 15,104. Probability sampling method was used for this study. Probability sampling is most commonly associated with survey-based research where researcher needs to make inferences from the sample about a population to answer research questions or to meet set objectives (Quinlan et al., 2019).

The study population comprised of students, lecturers and administrative staff. It therefore became necessary, for better results, to utilise stratified random sampling and simple random sampling. The stated categories of the population formed the three strata. Simple random sampling was then utilised to pick the required respondents using the lottery method.

Sample size was determined by using statistical formulae from a given population as developed by Krejcie, et al (2017). Based on the Krejcie table a study population of 15,104 yielded sample size of 377. Specifically, respondents from each of the strata, thus students, lecturers and administrators were identified as N1, N2 and N3 respectively.

This was done in proportion to the sample size (n) relative to the population size (N) as follows

$$N1+N2+N3=N$$

Thus

$$14,592+403+109=15,104$$

Therefore the sample size from each of the strata was computed thus;

$$N1 = (N1/N)*n = (14,592/15,104)*377 = 364$$

$$N2 = (N2/N)*n = (403/15,104)*377 = 10$$

$$N3 = (N3/N)*n = (109/15,104)*377 = 3$$

The information is summarised in Table 1.

Table 1: Sample size determination

S/No	Strata	Population	Sample
1	Students	14,592	364
2	Lecturers	403	10
3	Administrators	32	3
Total			377

Source: Research Data (2017)

Close-ended questionnaire was designed based on five-point Likert-type scales. The questions were constructed to generate data in answer to specific target research questions and help to achieve the objectives of the study.

Similarly, information was collected as pertains to the theme of Performance Contract Target Setting. Primary data was collected using a questionnaire. A total of 377 questionnaires were given to the participants in the entire study.

Data collected from the study was analysed using descriptive and inferential statistics. Specifically, simple regression and Factor analysis were used. Walliman, (2017) assert that regression enables researchers to predict and gauge statistically, the relationship between two or more explanatory (independent) variables and an explained (dependent) variable.

To establish the statistical significance of the respective hypotheses, ANOVA or F-tests as well as simple linear regression analysis were conducted as appropriate at 95 percent confidence level ($\alpha = 0.05$). This technique is

appropriate to this study as it investigated the efficacy of Performance Contract Target Setting in stimulating innovations, which is measured by product, process, marketing and organizational innovation. Statistical package for social sciences (SPSS) version 22 was used to assist in the analysis. Analysed data was interpreted and presented in prose explanative narration, percentages and tables.

4. Results and Discussion

4.1 Performance Contract Target Setting on Innovation in Public Technical Universities

The study objective sought to find out if Performance Contract target setting had a significant relationship on innovations in Public Technical Universities. Factor analysis results for each of the variables in Performance Contracting is presented, and summarised in Table 2.

Table 2: Summarized performance contract target setting factor analysis results

KMO and Bartlett's Test						
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.					.885	
Bartlett's Test of Sphericity		Approx. Chi-Square			956.511	
		Df			10	
		Sig.			.000	
Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.656	73.121	73.121	3.656	73.121	73.121
2	.466	9.320	82.441			
3	.372	7.438	89.879			
4	.290	5.792	95.671			
5	.216	4.329	100.000			
Extraction Method: Principal Component Analysis.						
Component Matrix^a						
					Component	
					1	
University mission supports innovations					.847	
University involve in strategic planning					.791	
Targets are based on objectives					.885	
University has capacity to achieve targets					.903	
Targets are clear and achievable					.845	
Extraction Method: Principal Component Analysis.						
a. 1 component extracted.						

Source: Research Data (2017)

The results showed that 5 items for Target setting are sorted and clustered into one component. The results of Principal Component Analysis indicate that, there is one factor whose Eigenvalue exceed 1.0. For PC Target setting, the factor has Eigenvalue of 3.656. The factor identified in this study explains 73.121% of the total variance. The percentage of variance combined for succeeding items to make up 100 % variance. The value was calculated on the basis of the common variance, which is smaller than the total variance, incorporating 73.121% of variance.

Table 2 also indicates that the Kaiser-Meyer-Olkin (KMO) has a measure of 0.885. The Bartlett’s test is significant for Target setting with Chi-Square= 956.511 (p-value< 0.05). According to the result presented in Table 2, the extracted factor, exhibited heavy loadings for the five items as operationalized in PC Target setting.

This factor consisted of factor loadings for University mission supports innovation (0.847), University involves in strategic planning (0.791), targets are based on objectives (0.885), University has capacity to achieve targets (0.903) and targets are clear and achievable

(0.845). The Chi-square value of 956.511 and (p-value< 0.05) indicates a good fit between the model and the Target setting data and there exists an adequate correlation among the extracted variables.

4.2 Relationship between Performance Contract Target setting and Innovations in Public Technical Universities

To assess the influence of PC Target setting on Innovations in Public Technical Universities, the study had set the following null hypothesis:

H₀₁: There is no statistically significant relationship between Performance Contract Target setting and innovations in Public Technical Universities

Simple regression analysis was employed to test the hypothesis. Simple regression analysis is applied to analyse the relationship between a single dependent variable and independent variable (Hair et al., 2017). The analysed results are shown in Table 3.

Table 3: Summarized Simple Regression Results on Relationship between Performance Contract Target setting and Innovation

Model Summary^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.810 ^a	.656	.655	.41081		
a. Predictors: (Constant), TARGET SETTING						
b. Dependent Variable: INNOVATION						
ANOVA^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	95.974	1	95.974	568.674	.000 ^a
	Residual	50.293	298	.169		
	Total	146.266	299			
a. Predictors: (Constant), TARGET SETTING						
b. Dependent Variable: INNOVATION						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.963	.080		12.010	.000
	TARGET	.649	.027	.810	23.847	.000
a. Dependent Variable: INNOVATION						

Source: Research Results (2017)

The F-statistics produced (F = 568.674) was significant at 5 per cent level (Sig. F < 0.05), thus confirming the fitness for the model. Therefore, there is a statistically significant relationship between Target setting and innovation. The coefficient of determination R² was 65.6 per cent. Thus, PC Target setting can significantly account for 65.6 per cent innovation in Public Technical Universities. Based on Table 3, the extent to which Target setting affect innovation is Target setting ($\beta = 0.649$, p-value < 0.05), Hence, H₀₁ is rejected since the $\beta_i \neq 0$ and the p-value is less than α . Field data analysis indicated that there was a statistically significant relationship between PC Target setting and Innovation in Public Technical Universities. The null hypothesis is rejected and the alternative hypothesis withheld.

This findings are in line with Kinanga (2016) who found out that set targets often covered all the areas of an entity. Mauya (2015) established that targets rejuvenated service delivery initiatives. Respondents for the present study agreed that the University mission supported innovation and the set targets were based on University Objectives. The findings also concur with Nganyi et al., (2016) whose study established that when targets are set, the mandate of an organisation is better realised. Cheche and Muathe (2014) conducted a critical review on literature on Performance Contracting, and confirmed that target setting is non budgetary control to ensure high productivity. The present study found out that the set targets were based on University objectives and were

achievable. Consequently, Performance Contract target setting could significantly influence innovation. Other studies also indicated that target setting was directional (Armstrong, 2017), ensured prioritization of issues (Trivedi, 2007), yielded growth of an organization (Kimir, 2018) and also reflected core mandates of an organization (GoK, 2010).

On the other hand, Nzuve and Njeru's (2013) findings contrasted the current findings, as they established that target setting process did not involve all employees and stakeholders. They posit that target setting was undertaken by a select committee, and hence did not take into account the mission of the organization. Similarly, Serebwa (2017) concluded that target setting did not significantly influence service delivery. In spite of the various study findings, the present study delved more specifically on the relationship between PC target setting on innovation in the unique sector that is Public Technical Universities and found the relationship statistically significant. Findings of the present study are important as they make a case for careful determination of PC targets as evidence indicates that targets can positively spur innovations in Public Technical Universities.

5. Conclusion and Recommendations

5.1 Conclusion

Based on the findings as summarised in Table 3, PC Target setting significantly account for 65.6 percent of innovation. This implies that the process of PC Target setting ought to be made a catalyst for innovation in Public Technical Universities. Innovation as product of research is capable of improving production process and yield growth. The study found out that PC Target setting was an inclusive process and employees were consulted and involved, targets were based on objectives as shown in Table 2.

Based on the findings, it is thus the position of this study, that employees at Public Technical Universities be

References

Armstrong (2017). Performance Management: Key Strategies and Practical Guidelines. Kogan

Page.Cheche G.S and Muathe SMA (2014) Critical review on Literature on Performance Contracting. Global Journal of Commerce and Management Perspective Vol 3 (16)-65-7. Retrieved from <http://www.macrothink.org/journal/index.php/jpag/article/view/14855>

Dhanabadi S., (2016). Explanatory Sequential Mixed method of Design as the Third Research Community of Knowledge Claim. American Journal of Education Research, 2016 Vol. 4. No. 7. 570-577.

Gabriele, S. F. (2018, June). Clarifying and Supporting Root Causes in Organization Behaviour: Toward a Science of Social Systems. In Proceedings of the 62nd Annual Meeting of the ISSS-2018 Corvallis, OR, USA (Vol. 1, No. 1).

GoK. (2010). Results for Kenyans: Capacity Building Programme for Transforming the Public Service, Public service Reform and Development Secretariat. Government Printer.

Hair J.F., Hult G.T.M., Ringle C.M., Sarsted M., (2017). A primer on partial least squares structural equations modeling (PLS-SEM), Los Angeles, SAGE. Available at https://www.researchgate.net/profile/Qais_Alma_amari3/post/How_can_I_justify_in_a_reflective_second-order_construct_to_drop_some_dimensions_which_not_perform_well/attachment/5a79c437b53

involved in Target setting with a focus on innovation initiatives.

5.2 Recommendations

The study makes the following recommendations:

Performance Contract Target Setting should be utilized in Public Technical Universities as a strategy to increase innovations. Similarly, Public Technical Universities should set performance contract targets that specifically enhance innovation and embrace innovation strategies in carrying out their core mandate.

Since management determines the direction an entity goes, a study needs to be conducted to determine the effects of Management style on innovations in Public Universities.

[d2f0bba5042d9/AS%3A591053426008064%401517929526701/download/3b.+Hair+Bo](https://www.semanticscholar.org/paper/d2f0bba5042d9/AS%3A591053426008064%401517929526701/download/3b.+Hair+Bo)

Kimiri, K. K. (2018). Factors Influencing the Implementation of Results Based Management in the United Nations Agencies in Nairobi (Doctoral dissertation, United States International University-Africa). Retrieved from <https://www.semanticscholar.org/paper/FACTORS-INFLUENCING-THE-IMPLEMENTATION-OF-RESULTS-KIMIRI-Kimiri/ba88b4b6f1a41e7006c5624a50f1637066c04fd5>

Kinanga, R. O., & Partoip, S. K. (2016). Linkage between Target setting in Performance Contracting and Employee Performance. *Journal of Human Resource Management Research Vol 2 Article ID 62613*. Retrieved from <https://ibimapublishing.com/articles/JHRMR/2013/162613/162613.pdf>

Kinyanjui, H. W., & Wambua, P. P. (2020). Performance management practices, organization Structure and Service Delivery. *Journal of Human Resource and Leadership, 5(1)*, 1-14. Retrieved from <https://www.iprjb.org/journals/index.php/JHRL/article/view/1071>

Krejcie, R. V., & Morgan, D. W. (2017). Determining sample size for research activities. *Educational and Psychological Measurement, 30(3)*, 607–610.

Latham, G. P., & Pinder, C. C. (2018). Work motivation theory and research at the dawn of the twenty-first century. *Annu. Rev. Psychol., 56*, 485–516. Retrieved from

<https://www.annualreviews.org/doi/abs/10.1146/annurev.psych.55.090902.142105>

- Leyden, D. P., & Link, A. N. (2017). Knowledge spillovers, collective entrepreneurship, and economic growth: The role of universities. In Universities and the Entrepreneurial Ecosystem. Edward Elgar Publishing.
- Locke, E. A., & Latham, G. P. (2018). Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American Psychologist*, 57(9), 705.
- Mauya, E. N. (2015). The Importance of Setting Performance Targets on Service Delivery in Performance Contracting At the Ministry of Tourism, Kenya. *Global Journal of Human Resource Management*, Vol 3 (No.5), pp 1–8. Retrieved from <http://www.eajournals.org/wp-content/uploads/The-Importance-of-Setting-Performance-Targets-on-Service-Delivery-in-Performance-Contracting-At-the-Ministry-of-Tourism-Kenya.pdf>
- Messah, B. O., & Kariuki, F. K. (2011). Factors affecting implementation of Performance Contract initiative at Municipal council of Maua-Kenya, 2(2). Retrieved from <https://www.iiste.org/Journals/index.php/RJFA/article/view/184/68>
- Monari D. G (2017) Influence of Performance Management Initiatives on Service Delivery in State Corporations in Kenya. Retrieved from <https://www.semanticscholar.org/paper/Influence-of-Performance-Management-Initiatives-on-Monari/386a2c524c7b4e0322a2b747d776a54bd86e5070>
- Mwiti N., Maringa K., & Gongera E.,(2013).An Evaluation of the Performance Contracting On Organization Performance: A Case of Kenyatta University Kenya. Retrieved from <https://www.iiste.org/Journals/index.php/EJBM/article/view/7445>
- Nganyi, J. E., Shigogodi, J. M., & Owano, A. (2016). The Effectiveness of Performance Contracting in Service Delivery in Public Technical Universities in Kenya. *International Journal of Academic Research in Business and Social Sciences*, 4(10), 413. Retrieved from https://www.researchgate.net/publication/287696556_The_Effectiveness_of_Performance_Contracting_in_Service_Delivery_in_Public_Universities_in_Kenya
- Ngware, S. G., Muturi, W., & Olweny, T. (2019). Income Stream Diversification and Financial Performance of Commercial Banks in Kenya. *American Based Research Journal*, 8(11).
- Nzuve S. and Njeru L. (2013) Perceived factors affecting Performance Management in Local Authorities. A case study of the City Council of Nairobi. *DBA African Management Review*, Vol 3 No.2 pp 59-69. Retrieved from <http://journals.uonbi.ac.ke/damr/article/view/1156/996>
- Osborne, S. P., Brown, L., & Walker, R. M. (Eds.). (2017). *Innovation in Public Services: Theoretical, managerial, and international perspectives*. Routledge.
- Piper, B., Oyanga, A., Mejia, J., & Pouzevara, S. (2017). Implementing large-scale instructional technology in Kenya: Changing instructional practice and developing accountability in a national education system. *International Journal of Education and Development using ICT*, 13(3). Retrieved from <https://pdfs.semanticscholar.org/41b0/0448bfd25c59598421c7a017eaa4a7c0e543.pdf>
- Quinlan, C., Babin, B., Carr, J., Griffin, M. (2019) *Business Research Methods*. 2nd Ed. Andover, UK: South Western Cengage
- Serebwa S.P. (2017) Performance Contracting and Employee Service Delivery at Kirinyaga University, Kenya. (Unpublished MBA Thesis) University of Embu.
- Schmidt, G. (2019). The need for goal-setting theory and motivation constructs in Lean Management. *Industrial and Organizational Psychology*, 12(3), 251-254. Retrieved from <https://www.cambridge.org/core/journals/industrial-and-organizational-psychology/article/need-for-goalsetting-theory-and-motivation-constructs-in-lean-management/CE3BDBF810FE08CB4CA2B7D4AA9DE6D3#>
- Stowey, D and Grider D (2014), Strategies for Advancing Organization Innovation. *Journal of Management and Marketing Research*, Vol 15. Retrieved from <https://journals.sagepub.com/doi/pdf/10.1177/0149206314527128>
- Trivedi, P. (2007). *Performance Contract In Kenya*;

Instruments For Operationalizing Good Governance. New York: World Bank.

- Ukpabio, M., & Siyanbola, W. O. (2017). Technological innovation and performance of manufacturing firms in Nigeria. *International Journal of Innovative Research and Advanced Studies*, 4(11), 10-19. Retrieved from http://www.ijiras.com/2017/Vol_4-Issue_11/paper_3.pdf
- Voegtlin, C., & Greenwood, M. (2016). Corporate social responsibility and human resource management: A systematic review and conceptual analysis. *Human Resource Management Review*, 26(3), 181-197. Retrieved from <https://doi.org/10.1016/j.hrmr.2015.12.003>
- Wafula, J. W. (2013). Transforming the Public service Performance in Kenya through Performance Contracting. *International Journal of Research in Management, Economics and Commerce*., 3(3). Retrieved from <https://www.semanticscholar.org/paper/TRANSFORMING-THE-PUBLIC-SERVICE-PERFORMANCE-IN-Wafula/3db5036effd45353bd8806496f46930d97f3b48a>
- Walliman, N. (2017). *Research methods: The basics*. Routledge.