

Challenges Encountered by the Human Resource in the Implementation of Performance Contract in Kenya: A Study of Registration of Persons Kericho District

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Abstract

The purpose of the study was to find out on the influence of performance contract on public service delivery in the registration of persons Kericho district-Kenya. The study focused on establishing on the challenges encountered by the human resource in the department as one of the study objectives in the implementation of performance contract in the enhancement of public service delivery using the 2011-2012 service delivery period as the reference point. Performance contracts being a new tool of service delivery focuses on efficiency, effectiveness, transparency, accountability and inclusiveness in terms of the discussed, projected and agreed targets to be realized within a given time frame of the service delivery appraisal period. The study adopted survey design method from a sample size of (220) respondents who were purposefully and randomly identified. Envisaged data was collected by use of questionnaires structured in Likert scale system. The study adopted and enhanced (2012) Vroom's theory of motivation (1964) to underpin the same as it was viewed to have some sentimental attachments to the human resource in terms of motivation upon successful attainment of the projected performance targets as compared to other related theories such as Rosseau's (1994) psychological contract theory which was viewed as being verbally transmitted and legally unbinding. Collected data was sorted out, cleaned, coded and analyzed by using statistical packages of social scientists program (SPSS). The analysed data was qualitatively and quantitatively expressed and its findings graphically presented. Based on the study objective, study findings pointed out that the human resources and potential national identity card stakeholders encountered varieties of challenges when implementing the requirements and principles of performance contract in the enhancement of public service delivery in their service delivery entry points as further explained and pointed out in the study findings. From the study findings, it was recommended that challenges encountered by the human resource when implementing performance contract in the area of study be aggressively and expeditiously addressed by the authorized agencies so as to realize the projections and objectives of performance contract terms in relation to effective and efficient public service delivery to various stakeholders as envisaged in the said department's service delivery citizens charters.

Keywords: challenges, human resource, national identity cards applicants, service delivery, performance contracts.

1.1 Background of the study

According to GOK (2005), performance contracts refers to freely negotiated and agreed terms of reference of what is to be done and achieved within a given and specified period of time. The same takes place between the supervisor as the government agent and the human resource as the provider of services. For the same to be effectively carried out mutual discussions and agreements in terms of targets, provision of resources and enabling environment must be put in place with periodical and annual appraisals being carried out. According to Armstrong (2009), human resource refers to skilled manpower deployed in a given line of service delivery within an organisation focusing on achieving its core objectives and values.

The 1980's is reviewed as being a period of reformation all over the world including Kenya in terms of public service delivery which remained wanting in line with quality, efficiency, effectiveness, inclusiveness and transparency a factor which paved way to various stakeholders including those in power then and various monetary lending institutions such as the World Bank to source for remedies to the same and this gave re-birth, re-engineering and introduction of performance contracts to public service providers focusing on giving quality, inclusive and accountable services to their customers as envisaged in their terms of reference. The World Bank in (1989) keenly listened and followed the economic mishaps all over the world a factor which made the same to demand for immediate and continuous economic transformation in terms of borrowing and investment be undertaken by those interested. The same include but not limited to transparency, accountability and inclusiveness when borrowing and investing paving way to effective and efficient public service delivery as appreciated and acknowledged by Kettle (2000).

Performance contracts were introduced and put in place so as to make relevant public service providers work in a private sector way and shift from processes to results oriented as pointed out by Balgun (2003). Hartley (2006) opined that performance contracts were introduced and enacted focusing on changing the mindsets of service

providers to results. Same views were noted by Kervasdou (2007) who asserted that the same natures service providers to work towards market economies. With reference to Kenya, performance contracts were first introduced in (1989) to the public service fraternity but they were fully implemented in all public service entry points from (2005) onwards to date in which all public service providers across the public sector were placed on the same focusing in making the human resource effective and efficient, accountable, responsible, making objective evaluation and linking rewards if any to measurable performance as acknowledged by Kobia and Mohamed (2006) as well as Trivedi (2006) and Obong'o (2009). Despite of the fact that policies of enhancing and executing the implementation of performance contracts in the enhancement of quality services to the members of the public being a case of Kenya and particularly in the registration of persons departments, issues of ineffectiveness of the same were noted and pointed out by various potential stakeholders paving way to this study to be carried out aiming at finding out on the challenges encountered by the human resource in effectively implementing the same.

2.0 Literature review

Performance contract is viewed as a new tool and effective strategy of guiding public service delivery Human Resource in rendering services to their customers in the most acceptable manner. It operates within the collective principles of efficiency, effectiveness, inclusiveness and accountability among others. Having originated from France during the (1960s) as a measurement tool of performance improvement, they later spread to other parts of the world including Kenya in which in the opening verse of the year (2005) they were adopted to spearhead service delivery in Kenya's public sector.

Greilling (2005) as well as Obong'o (2009) argued that performance contracts specifies mutual expectations, obligations, intentions and responsibilities between two parties in contract aiming at producing Results as projected and agreed. As avenues of new public management in service delivery, performance contracts proved effective and Result oriented by guiding various Human Resources all over the world where they were implemented as noted and pointed out by the OECD (1999), Kobia and Mohammed (2006) and Gekonde (2012).

Despite of the fact that performance contracts played a central role in guiding and managing various Human Resources in undertaking their day to day duties and meeting customers' expectations, various Human Resources as the implementers of the same faced various challenges to comprehensively perform duties and render public services within the perceived parameters of performance contracts as argued and pointed out by the OECD (1999). Aye (2001) argued out that work disparity, lack of motivation, weak policies, poor work environment and red tape contributed most towards ineffective implementation of performance contracts in Ghana. Same views were pointed out by Linert (2003), AAPAM (2005) as well as UNCEA (2007) and Trivedi (2007).

Kobia (2006) in her survey while at KIA (Kenya) collected data on the challenges faced by the human Resource to implement performance contracts at service delivery entry points whose analysis realized that lack of relevant Trainings and other requisites acted as hindrances in the implementation of the same effectively as perceived. In the study on the instruments of performance contracts in Kenya and their implementations, Trivedi (2007) argued out that whereas the same had proved workable and effective in the delivery of public services they still remained a mirage because they were not legally not binding hence the human Resource being the implementers of the same were and remained quiet in case of contract breaching from the other party. Similarly, study findings of Khalil (2012) as well as Sage (2013) opined that unviable work environment, less funding, corruption and resistance to change amongst human resource acted as a stumbling block towards effective implementation of performance contracts at the work places.

As already stated herein performance contracts were introduced as new tools of improving performance in the public sector both in terms of quality, processes and timelines yet for the case of registration of persons in Kericho District (Kenya) cases of delay in receiving the required National identity cards timely as per the department's service delivery timeline charters were reported by various potential stakeholders hence being the background and basis for this study to be carried out while focusing on finding out on the challenges encountered by the Human Resource in the department of study to implement performance contracts effectively.

3.0 Research Methodology

3.1 Research design

During the study period, survey design was adopted to underpin the same which according to Orodho (2002) analyses more about preliminary and exploratory studies when a researcher aims at getting the required information. Survey design summarizes, presents and interprets study findings qualitatively and quantitatively for the purposes of clarification and reports the way things are as acknowledged by Mugenda and Mugenda (1989).

3.2 Target population

This refers to all members of a real set of people, events or objects to which a researcher may wish to generalize

the outcome of the study findings as argued out by Borg and Gall (1989). In line with this, study population consisted of 2,020 respondents of which 20 of the same were the earmarked human resource in the department and 2,000 national identity cards applicants.

3.3 sample size of the study

At the eve of the study period, the researcher adopted a sample size of 10% who were randomly identified from the national identity cards applicants which was translated to (200) in number. The same percentage of the representatives as respondents was perceived to be ideal and convenient because study findings from the same were generalized to the entire population of study and its findings viewed as being a representative of the entire population as acknowledged by Kombo and Tromp (2009). However, the researcher targeted 20 (100%) of the human resource respondents because of their convenience in accessibility during the study period.

3.4 Data collection

During the study period, the researcher collected data both from primary and secondary sources, which included details from the district registration of persons correspondences and relevant establishments along with other government documented records in the area of study. Structured questionnaires were administered to a selected sample size population of study as data collection instruments which were perceived to be ideal and advantageous as data collection tools because they reached many respondents, saved time, were friendly, gave freedom to the respondents and information from the same was considered ideal as acknowledged by Gray (1992) as well as Orodho and Kombo (2002). Before the actual study period, data collection tools (questionnaires) were tested and re-tested in similar working environmental conditions where minor amendments and corrections were made to ensure of their reliability as data collection tools (Mugenda & Mugenda, 2003). At the same time the correctness, fluency, flow and neatness of the questionnaires were assessed by the researcher's supervisors and colleagues to ascertain on their validity as data collection instruments.

3.5 Data analysis

According to Kombo and Tromp (2006), data analysis refers to the examination of what has been collected in the study with the aim of making deductions and inferences to detect any anomalies. The collected data was sorted out to create orderliness in which raw data was cleaned which according to Obure (2002) is the beginning of detecting, collecting, and avoiding errors due to many mix ups during data collection. Collected data was well arranged with an aim of identifying and sorting out raw data focusing on efficiency. Data editing was done by reading through the field questionnaires schedules with an aim of sporting any error which might have occurred before the actual analysis. Collected data was coded and edited appropriately based on the administered questionnaires and thereafter processed by statistical program for social scientists (SPSS). Data entry was done by keying of data as per the assigned codes, cleaned and final checks made for accuracy purposes and completeness, which was then submitted to the SPSS processor for data computation and release of results which yielded qualitative data. According to Gray (2004) qualitative data provides effective and rich descriptions as well as explanations demonstrating the chronological and flow of events. Processed data was quantitatively presented in form of frequencies and percentages and thereafter tabulated for public perusal for information and consumption.

4.0 Study findings

One of the objectives of the study was to find out on the major challenges encountered by the human resource and national identity cards applicants in the implementation of performance contracts in public service delivery in the department of registration of persons Kericho district using the 2011-2012 service delivery period as the point of reference. The study collected and analyzed data by way of descriptive statistics both qualitatively and quantitatively from a total of 220 respondents of which 20 of the same comprised of the human resource deployed in the department with a prime duty of rendering effective services to various eligible clients as they report in their duty stations. 200 respondents comprised of the national identity cards applicants being the recipients of the services rendered by the human resource in the stated area of study.

4.1 Human resources' responses on the major challenges encountered when implementing performance contract at work places.

The study focused on finding out on the major challenges encountered by the human resource when implementing performance contract at their places of work of which study findings established that 10 (50%) of the human resource respondents pointed out that inadequate funding from the authorized agencies was a major challenge towards the implementation of performance contract in the department effectively. funds in the form of monies being part of the factors of production were required for facilitating relevant registration of persons activities in the department, focusing on rendering quality and effective services to various eligible clients aiming at achieving the discussed and agreed targets during the said period of service delivery as a way of proper implementation of performance contracts in the department.

From the study findings, 5 (25%) of the respondents asserted that inadequate supply of the registration materials and same number thus 5 (25%) pointed out on lack of proper supporting application for Identity cards documents

were some of the major challenges in the implementation of performance contracts in the area of study as shown in the table 1. Different types of registration materials and personal supporting identification documents in the application of National identity cards were viewed as mandatory tools in the acquisition of the same to eligible applicants paving way to quality, effective, efficient and transparent service delivery in terms of the discussed and agreed targets as projected in the officers, performance contract terms and that the absence of the same was viewed as a stumbling block towards effective implementation of performance contract terms in the department of study.

Table 1: Major challenges encountered by the human resource in the implementation of performance contract in the area of study

Challenges	Total respondents	frequencies	percentage
Low funding levels	20	10	50
Lack of registration materials	-	5	25
Lack of application documents	-	5	25
Total		20	100

Source: field data (2012)

4.2 Any other challenges encountered by the human resource in the implementation of performance contract

As well the study was out to establish on any other challenges faced by the human resource in the department of the area of study in the implementation of performance contract terms during the specified period of study of which study findings realized that 4 (20%) of the respondents and 6 (30%) of the same opined that they encountered inadequate staffing levels and lack of relevant capacity buildings as a setback in the implementation of the same. However, 1(5%) and same number thus 1 (5%) identified lack of suitable modes of transport and unviable work environment with 8 (40%) settling on lack of rewards such as recognition, promotion or monies as a hindrance in the implementation of performance contract terms in the area of study as reflected in table 2. According to GOK (2005) in its booklets on recruitment and training policy, effective human resource capacity building, adequate staffing levels and suitable organizational capacity building were regarded as a roadmap towards effective and efficient service delivery in the implementation of performance contract terms touching on effective, efficient, transparent, and inclusive services projecting on achieving the discussed and agreed targets in the department of study.

Table 2: Other challenges encountered by Human Resource in the implementation of performance contracts in the area of study

challenges	Total respondents	Frequency	percentage
Inadequate staffing	20	6	30
Lack of training		4	20
Lack of transport		1	5
Working environment		1	5
Lack of rewards		8	40
total		20	100

Source: field data (2012)

4.3 Responses from the National Identity cards applicants on the implementation of performance contract at the service delivery points

During the study period, the researcher collected information from (200) new national identity cards applicants targeting on the challenges they encounter when acquiring the said documents. Performance contracts were introduced and put in place as a new tool of efficient and effective public service delivery. Hence the researcher focused on capturing the mindsets and responses of the applicants in terms of the services rendered by the human resource whether they were within the parameters of performance contracts in times of timelines and quality. From the study findings it emerged that 153 (76.5%) of the respondents experienced delay in receiving their applied national identity cards within 28 working days as stipulated in the departments' service charter with 5 (2.5%) pointing out on long queues during the registration period and 7 (3.5%) settling on unviable service delivery environment as a challenge. However it emerged out that 35 (17.5%) of the respondents were non committal as shown in table 3.

Table 3: identity cards applicants' responses on performance contracts implementation challenges

Challenges	Total respondents	Frequencies	percentage
Delay in receiving id cards timely	200	153	76.5
Long queues in Registration offices		5	2.5
Congestion in office		7	3.5
Non committal		35	17.5
Total		200	100

Source: field data (2012)

Equally the study aimed at establishing from the human resource deployed in the department being the providers and custodians of public services whether challenges encountered by them in the implementation of performance contracts had been addressed or not of which it emerged that 10 (50%) opined that they had not been addressed with similar response thus 10 (50%) stressing that they had been addressed as shown in table 4.

Table 4: Addressing of the performance contract implementation challenges

Respondents	frequency	percentage
Addressed /solved	10	50
Not addressed / solved	10	50
Total	20	100

Source: field data (2012)

5.0 Conclusion and recommendations

In conclusion one of the objectives of the study was to find out on the challenges encountered by the human resource in the implementation of performance contract at their work places in the department of registration of persons Kericho district of which study findings established that the human resource deployed in the department encountered various challenges both major and others in nature as explained and tabulated in tables 1-4 herein. Based on the study findings, the researcher (2012) recommended that the said challenges be expeditiously addressed by the authorized authorities among others being timely provision of resources, continuous human resource capacity building, proper budgetary allocations to improve work environment and sticking to the timelines given in the service charters in the printing and dispatching of the processed identity cards to the eligible clients.

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