

**PERFORMANCE MANAGEMENT AND WORK EFFECTIVENESS AMONG THE
PUBLIC EMPLOYEES IN WAJIR COUNTY, KENYA.**

BY

MOHAMED OMAR ABDI

MPA/29032/143/DF

**A RESEARCH REPORT SUBMITTED TO THE SCHOOL OF
HIGHER DEGREES AND RESEARCH IN PARTIAL
FULFILLMENT OF THE AWARD OF MASTERS
DEGREE IN PUBLIC ADMINISTRATION
AND MANAGEMENT AT KAMPALA
INTERNATIONAL UNIVERSITY.**

NOVEMBER 2016

DECLARATION

I Mohamed Omar Abdi, hereby declare that the work contained in this dissertation entitled, "Performance management and Work effectiveness, except where acknowledged is my original work and it has not been presented for a Degree or any academic award at any University or Institution of Learning".


Name of Candidate

MOHAMED OMAR ABDI

Date:

17/11/2016

Signature of Candidate



APPROVAL

This is to confirm that work reported in this research dissertation was performed under my supervision.

Name of Supervisor

Dr. Wandiba Augustine

Date

18/11/2016

Signature of Supervisor

A handwritten signature in blue ink, appearing to be 'Wandiba Augustine', written over a horizontal line.

DEDICATION

I dedicate this work to my family, my father Abdi for his financial support, and encouragement and my mother for her frequent encouragement as well, and my supervisor for his guiding and perseverance in helping me to bringing up to end my research work.

ACKNOWLEDGEMENT.

I acknowledge the contributions of the following people without whose support this research work would not have been successful.

First and foremost, I acknowledge my supervisor for his wonderful introduction of research theory and methodology.

I am also grateful to the authors, and north east Kenyan government departments that allowed me to reprint some of their records.

I am also grateful to my family for their patience and understanding throughout the period when I was out collecting data.

I also thank the respondents for their prompt and objective responses to the questionnaires.

I am also grateful to my concurrent candidates who discussed with me every statistical aspect of my research work including the reliability and validity of the items contained in my report.

I also acknowledge my college panel for agreeing to my topic which was my interest topic of which I had capability of finding information about the present problem in the public departments of Wajir county.

I also appreciate my hardworking and perseverance to start and accomplish my report intending to gain knowledge and skills to do with how to do research report, which has eventually made me capable of doing and accomplishing my report typed and edited with my own hands using my research knowledge, this is what every Masters' candidate would do.

ABSTRACT

This research tried to establish effect of performance management on work effectiveness in Wajir County, Kenya. The study was guided by three objectives that included: 1) determining the effect of performance improvement on public employees in Wajir County, Kenya, 2) to examine the effect of behavior Management on Work Effectiveness among the Public Employees in Wajir County, and 3) to establish the challenges affecting performance of employees in the public sector departments in Wajir County.

The study was guided by descriptive cross-sectional research design which also used questionnaires for data collection. Both primary and secondary sources of data were utilized with a sample size of 273 respondents from a target population of 535 units. The researcher carried out the reliability test using Cronbach's Alpha, to ascertain the internal consistency, and arrived at a Cronbach Alpha coefficient of 0.75 which is an induction of high reliability. The study used descriptive cross-sectional research design to describe what practices existed in current situation according to level of study, and to describe the characteristics of the characteristics of the respondents in terms of age, gender, and economic status. The study dealt with the effect between variables, testing of hypothesis and development of generalizations and use of theories that have universal validity.

The study found that most of the respondents were male, above 35 years, at bachelors' degree, married, civil servants, and part time workers. The researcher also found that effect of performance improvement on public employees is high, and that the effect of behavior management on work effectiveness is high as well and also, that the negative effect of the analyzed challenges according to the responses of the respondents is high. The study discovered positive effect between performance management and work effectiveness. The design flowed from the objectives, questions or hypothesis being addressed by the researcher and the methods used to collect data were those which have the greatest practical utility in obtaining the information required.

TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
ABSTRACT	v
1.0 INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Historical Background	1
1.1.3 Conceptual Background	5
1.1.4 Contextual Background	8
1.2 Statement of the Problem	10
1.3 Purpose of the Study	11
1.4 Specific objectives	11
1.6 Research Hypothesis	11
1.7 Scope of the Study	12
1.7.1 Geographical Scope	12
1.7.3 Time Scope	12
1.8 Significance of the Study	13
CHAPTER TWO	15
LITERATURE REVIEW	15
2.0 Introduction	15
CHAPTER THREE	30
METHODOLOGY	30
3.0 Introduction	30
3.1. Research Design	30
3.2. Population of the study	30
3.3. Sample size determination	30
3.4. Sampling Techniques	31
3.6. Data Collection Instruments	32
3.6.1 Questionnaires	32
3.7. Quality Control	32
3.9. Data Analysis	35
3.10. Ethical considerations	35
DATA PRESENTATION, ANALYSIS AND INTERPRETATION	36
4.0 INTRODUCTION	36

4.1 Demographic information of the Respondents	36
4.1.1 Profile of Respondents by Gender	36
4.1.2 Profile of Respondents by Age	37
4.1.3 Profile of Respondents by Educational Level	37
4.1.4 Profile of Respondents by Marital Status	38
4.1.5 Profile of Respondents by Occupation	38
4.1.6 Profile of Respondents by Employment Status	39
CHAPTER FIVE	50
DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS	50
5.0 Introduction	50
5.1 DISCUSSION OF FINDINGS	50
5.2 Conclusions	51
5.5 For Further Research Areas	53
REFERENCES	54
APPENDICES	56
QUESTIONNAIRES	56
APPENDIX III	59
QUESTIONNAIRE ON THE OBJECTIVE TWO	59
SECTION C: QUESTIONS ON BEHAVIOR MANAGEMENT	59
QUESTIONNAIRE ON THE OBJECTIVE THREE	60
APPENDIX V	61
QUESTIONNAIRE ON WORK EFFECTIVENESS	61

CHAPTER ONE

1.0 INTRODUCTION

This chapter presents the study background, statement of the problem, objectives of the study, research questions, scope of the study, as well as significance of the study.

1.1 Background of the Study

The study background presents four parts named the historical background, contextual background, conceptual background, and theoretical background.

1.1.1 Historical Background

Performance Management began around 60 years ago as a source of income justification and was used to determine an employees wage based on performance. Organisations used Performance Management to drive behaviours from the employees to get specific outcomes. In practice this worked well for certain employees who were solely driven by financial rewards “Selden, S. C., & Jacobson, W. 2003”.

However, where employees were driven by learning and development of their skills, it failed miserably. The gap between justification of pay and the development of skills and knowledge became a huge problem in the use of Performance Management. This became evident in the late 1980s; the realisation that a more comprehensive approach to manage and reward performance was needed. This approach of managing performance was developed in the United Kingdom and the United States much earlier than it was developed in Australia “Collins, C. S.,(2010)”.

However, in recent decades the process of managing employees performance has become more formalised and specialised. Many of the old performance appraisal methods have been absorbed into the concept of Performance Management, which aims to be a more extensive and comprehensive process of management. Some of the developments that have shaped Performance Management in recent years are the differentiation of employees or talent management, management by objectives and constant monitoring and review “Collins, C. S.,(2010)”.

Its development was attributed to the following factors such the introduction of human resource management as a strategic driver and integrated approach to the management and development of employees; and the understanding that the process of Performance Management is something that's completed by line managers throughout the year - it is not a once off annual event coordinated by the personnel department "Copur, H. (1990)".

Although performance measurement as a management tool has a long history dating back to the 1800s, it is primarily in the last two decades that public-sector performance management has shifted to an explicit focus on measuring outcomes and rewarding results (Heinrich, 2003; Radin, 2000).

State authorities in Africa which are willing but unable to govern their public sectors were being hindered since post-colonialism and are forced to pursue a mediated state strategy, not out of sudden enlightened appreciation for the virtues of civil society and traditional authority, but because it is the irony effective option, at least in the short-term.

This aspect of the mediated state—that it is not a policy preference but rather a default position for weak states seeking to promote performance strategies and secure working modes in their public sectors. Some African countries are using mediated state strategy that is a property state authority which lacks optional strategies to keep the connections between the central government and its public organizations and maintain mediations among the departments than well set strategies that can keep all different departments in touch with each other. They have no choice but to work through local intermediaries if it is to have even token jurisdiction in an area within its borders "Porter, M. 1985".

The Kenyan Government Performance and Results Act (GPRA) of 1993 mandated the development of outcomes-based performance measurement systems in federal agencies, including annual performance plans specifying quantitatively measurable goals and levels of performance to be achieved and annual reports comparing actual performance with goals. This research study is one in a growing body of works that aims to describe and draw lessons from Kenya's public agencies' experiences in implementing these systems and to identify ways to

increase their effectiveness, in addition to improving agency performance (Hatry et al., 2003; Heckman, Heinrich and Smith, 2002).

Among federal government agencies, the Department of Labor (DOL) has been a “Pioneer” in the development of performance management systems (Barnow, 2000). Before GPRA, the Job Training Partnership Act (JTPA) of 1982 introduced performance standards for public employment and training program outcomes (e.g., job placement rates and trainee earnings) and the use of budgetary incentives based on performance to motivate agency staff. In addition, two randomized experimental evaluations, of the JTPA program in the 1980s and the Job Corps program in the 1990s, provided important information for assessing the performance of these performance standards systems in measuring program impacts.

Policymakers and public managers have since drawn from the results of these studies to inform the design and operation of performance standards systems in government programs. In the Workforce Investment Act (WIA) of 1998 that recently replaced the JTPA program, a greater emphasis on performance accountability has been described as a “hallmark” of the legislation (Sheets, 2002; Kenya. DOL-ETA, 2001).

Some of the broader principles guiding the evolution of this performance management system include those originating in “total quality management” and “reinventing government” reforms--the measurement and analysis of results, continuous performance improvement, shared accountability, and a customer and market focus. The DOL is also actively supporting the use of the Malcolm Baldrige Criteria for Performance Excellence as a tool for improving organizational effectiveness. Two new features of the WIA performance management system that were intended to strengthen these principles in implementation are: (1) a new approach to setting performance standards that involves the negotiation of performance targets with cities, and (2) new performance measures of public workers.

1.1.2 Theoretical Background

This research work was based on bureaucratic theory of managing employee performance Wolf (1993) generated this theory after he had explored what factors most influence bureaucratic effectiveness, using the case survey method (similar to meta-analysis) to aggregate the

collective judgments of previous case-study researchers regarding bureaucratic effectiveness and other key practices of the U.S. cabinet agencies. After identifying effectiveness- affecting factors, Wolf (1993) tested the competing challenges of managing performance by studying theories such that the theory of sectoral efficiency to see what makes a sector efficient best.

And wolf suggests that if employee's performance is under frequent management thereof their performances could be effective. Although different other theories have been tried to explain bureaucratic effectiveness, little agreement has been reached at the theoretical level as to which practices of an agency most contribute to performance. To identify factors that are likely to affect bureaucratic effectiveness, Wolf (1993) employed case survey method and selected some independent variables, based on two criteria: (1) whether they were crucial to one or more of the schools of thought on bureaucratic effectiveness, and (2) whether there was disagreement among (1)Age of the organization, (2) Leadership skills of agency head, (3) Political autonomy, (4) Hierarchical structure, (5) Formalization, (6) Identification with the agency, (7) Government monopoly on mission. Among these variables, some factors such as (2) leadership skills of agency head, (8) sense of mission, (9) resources targeted on critical task, and (10) delegation of operational decision-making authority, are related to human resource management.

As were viewed previously, leadership is emphasized by the Government Performance Project (GPP) model because it integrates different subsets of management and leads to good management capacity. The delegation of operational decision-making authority and sense of mission among Wolf's (1993) identified variables can be also understood from the viewpoint of strategic human resource management in the GPP. After identifying important variables that are likely to influence bureaucratic effectiveness, Wolf (1993) tested competing theories of bureaucratic effectiveness as seen in table 3-2 and found that "Political theory of the firm" is most likely to explain bureaucratic effectiveness in the U.S. federal government agencies.

Performance management of public employees is to be regarded as the process through which technical inquisitives are provided to both today and tomorrow organizations, based on internal needs carefully identified. One of the main obstacles employees technically meet is inadequate capability to reduce poor knowledge of the employees. In fact, critical knowledgeability must be

carefully conceived, destined, and monitored as part of the continental system of performance management in the public sector “Stephens, D.W (2003)”.

According to Wolf (1993), the political theory of the firm is a newly formulated theory that draws heavily from population ecology and supplements this core with the principles of professionalism and the economic responsiveness. Population ecology theory explains that an organization's survival and performance depends on the practices of its environment or its capacity to manage change (Ingraham, P. (2003). As the results of maximum likelihood estimation, five independent variables such as autonomy, monopoly, sense of mission, adaptability, and presidential support are significantly related to the effectiveness of an agency. Citing Chubb and Moe(1990), Wolf (1993) explained that strong sense of mission and competition from other agencies provide incentives for superior performance and adaptability enables agencies to maintain or increase these and other conditions that contribute to effectiveness.

1.1.3 Conceptual Background

Performance management: when evaluated how well (i.e., how effectively and efficiently) public departments are doing in achieving their goals in their mission statements. For example, when a public department performs well in implementing public projects e.g., highway construction), it can be said that their control over project performance is at a high level.

Although as Copur, H. (1990) explained, performance is similar to productivity as the effective and efficient use of resources to achieve outcomes, performance in the public sector has broader meaning than productivity, and it is guided and assessed by multiple, equally important standards of effectiveness, efficiency, and equity. Performance management is continuous process of connection among managers and their employees that takes place in the whole world in today’s organizations.

According to Wikipedia, the free encyclopedia “Performance management is a well-established, all-encompassing term used to describe the practice that drives decisions about performance.

remuneration, promotions, disciplinary procedures, terminations, transfers and development needs within an organization”.

Performance management is a much broader concept than performance appraisal or a disciplinary process. It aims to improve organizational, functional, team and individual performances. Effective performance management measures the progress being made towards the achievement of the organization’s business objectives. It does so by planning, establishing, monitoring, reviewing and evaluating organizational, functional, team and individual performance.

Holistically, performance management may incorporate job design, recruitment and selection, training and development, disciplinary procedures and counseling, career planning, compensation and benefits and performance appraisals.

The components of the performance management system provide the framework within which managers and employees operate. A successful performance management system should: incorporate performance improvement, development of teams and individuals, and behavior management to ensure productive working relationships, have structures which support the effective functioning of the performance management system. I.e. a performance management policy as well as performance appraisal and disciplinary processes and procedures and ensure that employees: know and understand what is expected of them in their job role (i.e. performance objectives and performance standards), have the skills and knowledge required to deliver on these expectations through implementing development plans and learning and development activities, are given feedback and an opportunity to discuss their work performance, are rewarded for their performance through a reward and remuneration strategy, are counseled for underperformance and/or behavior which is out of alignment with organizational values and/or inconsistent with achievement of organizational goals and are supported by the organization to achieve optimum performance “Copur, H. (1990)”.

Generally speaking, there is no doubt that performance management play a critical role in effectively achieving organizational goals, regardless of sector (i.e., private and public sectors).

According to Porter (1985), performance management can help a firm obtain competitive advantage by lowering costs, by increasing sources of product and service differentiation, or by both. In this chapter, the researcher reviewed some efforts that explored effectiveness (or organizational performance) and effectiveness-related factors in the public sector to help understand how human resources are regarded in the public sector, especially when organizational performance or effectiveness is concerned.

Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. The communication process includes clarifying expectations, setting objectives, identifying goals, providing feedback, and reviewing results. The management of employees, departments, and organizations to ensure that goals and objectives are being reached efficiently and effectively. Performance management involves defining what effective performance looks like, as developing the tools and procedures necessary to measure performance “Ingraham, P. 2003”.

Work effectiveness in the public sector can be conceptualized as a measure of the degree to which objectives are achieved and the extent to which targeted problems are solved. In contrast to efficiency, effectiveness is determined without reference to costs and, whereas efficiency means "doing the thing right," effectiveness gives a concept of "doing the right thing with minimum costs." Work effectiveness is whatever you consider it to be. You could decide to measure how many of a certain product an employee can produce verses the amount they make. If you aren't in a manufacturing industry, you may choose to measure effectiveness against another point of output that the client produces such as how many dollars in sales an employee brings in verses the amount of time it takes to get each client to agree to the sale. Here are a few ways you may want to measure employee effectiveness and what it means for your company “Deem, R. (2001)”.

Public sector effectiveness is the concept of how effective a public department is in achieving the outcomes it intends to produce. Departmental effectiveness inculcates in organizations directly concern themselves with several key areas. They are talent management, leadership development, organization

design and structure, implementation of change, deploying smart processes and smart technology to manage the departments' human capital and the formulation of the broader Human Resources agenda. If an organization has practices and programs in the areas above, the organization's effectiveness group does many or all of the following roles; Examines alignment between the areas and improves them. Improves trade-offs between reliability, speed and quality in the above areas. Strategizes for higher adoption rates in these areas. Facilitates/initiates/catalyses capability building: structure, process and people "Deem R., Mok, K. H., & Lucas, L. (2008)".

It is hard to be effective without being confident. Employees' confidence grows when they play to their strengths and have a confident attitude. Confidence isn't based on the way employees are or what happens to them as much as they would think. It's just that they tend to blame circumstances for their failings so they don't see that it's all between the ears. That is, it's not how they are but how they see themselves that counts.

It is a hard process to be effective while lacking confidence in employees. It is a growing process which plays strong attitude. Confidence has not got any basis on how workers are or what happens to them as much as they would think. Confidence tends to determine factors of failures.

To build and maintain effectiveness in departments, it's important to say positive things to yourself. Whenever you catch yourself strongly criticizing yourself, stop and say some positive things, like recalling your good qualities, things you have achieved or things you have done for others. Also, watch who you compare yourself to.

1.1.4 Contextual Background

The county of Wajir has been in suffer of poorly established public activities since 1990 and along all this long period public complaints by the local communities have been arising. Although the Kenyan government has taken steps to minimize the poor performances of public works in the Wajir county but still the problem visibly exists. Given the poor state of the public works debated in Wajir county today focus on how the Kenyan government should provide a healthy economic activity and allow the laws of public activities to be in effect "Cross, M., & Rouhani, S. (2004)".

By the late 1990s, the security and governance climate in much of northern Kenya had improved dramatically. Violent crime, including livestock raiding, was rare; towns were safe; regional commerce flowed with minimal risk of banditry; communal clashes were prevented or quickly managed “Holzer, M., & Callahan, K. 1998”.

As it is with development, there is the assumption that African societies need to be changed and that equitable access and participation in public works is the vehicle to bring about a modernized Africa. Managing performance of public workers is yet to be the process through which technical skills and values are provided to the present and future generations of African societies, based on internal needs carefully identified. One of the challenges effective public works technically face is inability to reduce poor knowledge of the employees. Indeed, critical knowledge must be carefully conceived, delivered, and monitored as part of the continental system of performance management in the public sector “Beekman, P.2003”.

In the researcher’s estimate, one of the most significant issues to do with effective public work in African societies is that skillfull manpower in Africa cannot be better understood from the framework of historical precedents leading to the concern of public work performance on the African soil and such precedents can be attributed mainly to the governments and then to workers in charge on behalf of the citizens.

As argued By Dillman, D.A. (2010) culture matters in contributing to the establishing of core development of integrity in effective work performance in a public sector. According to Perko (2011), even in the history of performance management as a core factor of effectiveness of public works in the United States has been evidenced in the creation and consequent success of departments such as the department of technology and science and department of environmental and infrastructural renovation. As for many African countries including Kenya the public sector s subjected to lenient monitoring and control to improving the works done for the general public. The failure of the African public sectors is contingent upon their continual reflection of he mainstream culture that created them “Deem,R. (2001)”.

The definition of effective pulic work in Africa encompasses a major component of culture that haped African political institutions in general. Lack of enough integrity and patriotism played a

major part in fostering the establishment of systematic corrupt modes in performing public works on every day basis.

The study focuses on the connection between performance management and work effectiveness among the public employees in Wajir County. As one of the first empirical efforts to evaluate the effect of public sector management system on work performance from the strategic viewpoint, Altbach, P. G. (2012) investigated the effects of managing employees' performance on their effective performance in the constituency. Edric found that the public organizations in Wajir were lacking enough managerial commitment focus on employees' work performance and thereof had not high organizational performance than as a public organization should. With a sample of three departments being human resources management, agriculture, and renovation where he found that managing first of all employees' performance systems would be a significant effect on public department overall performance in the constituency.

Rouhani, S (2004) argued that superior public HRM practices in Wajir could increase employees' discretionary effort, and their use would increase thereof the sector's productivity, and drawing on the theoretical literature (e.g. Barney, 1991) that suggests the public Human Resources Management practices can affect individual employee performance through their influence over employees' skills, motivation, and departmental structures. Edric also argued that complementarities among public HRM practices (i.e., internal fit) and alignment of HRM practices with a department's competitive strategy (i.e., external fit) would increase a public department's productivity, too.

1.2 Statement of the Problem

The poor performance of public works in Wajir County has been clearly noticed through long time of years, and thus the employed workers in the public departments could not forward successfully accomplished activities (Copur, H (1990). In 2010 “the project to construct the Wajir rainbow is up to now uncompleted and many residents have been questioning about as to why it is uncompleted. The poor performance of the public works in the Wajir County has led to backwardness in terms of infrastructure, and physical environmental landscape (African Development Bank (2012). If the quality of the public projects is not to be changed in the present

years after some years the Wajir County will be a dwell to poverty, poor structure, poorly educated residents because of leaving their constituency to learn in the major cities and leave behind the unable to attend to quality education to study in the major cities. In Wajir County the poor performance of public projects may be attributable to insufficient concern by government - that is to say that the Kenyan government does not make for intentional intervention in the economic affairs of North Eastern province of Kenya (Selden, S. C (2003) .Other factors that can be attributed to the problem are probably employing corrupt workers, less qualitative manpower, and geographical remoteness of the constituency whereof it is not catching up with usual flow of government control over public projects.

1.3 Purpose of the Study

To establish the effect of performance management on work effectiveness.

1.4 Specific objectives

- i. To determine the effect of performance improvement on work effectiveness in Wajir County.
- ii. To examine the effect of behavior management on work effectiveness among the Public Employees in Wajir County.
- iii. To establish the challenges affecting performance of employees in the public sector departments in Wajir County.

1.5 Research Questions

- i. Is there effect of performance improvement on work effectiveness in Wajir County?
- ii. What is the effect of behavior Management on work effectiveness among the Public Employees in Wajir County?
- ii. Are there challenges affecting performance of employees in the public sector departments in Wajir County?

.6 Research Hypothesis

There is no significant effect of Performance Management on Work Effectiveness among the Public Employees in Wajir County.

1.7 Scope of the Study

The scope of the study was composed of geographical, theoretical, content, and time scope.

1.7.1 Geographical Scope

Wajir is a Borana word that means coming together, bequeathed to this part of the country because of the different clans and pastoral communities that used to congregate in areas around Wajir town to water their animals from the abundant and dependable shallow wells that characterize the general land geomorphology. The study was conducted in Wajir County in the North Eastern Province of Kenya. Its capital and largest town is Wajir. The county has an area of 55,840.6 km². Wajir County has only one local authority: Wajir County council. The county has four main sub-constituencies: Wajir North, Wajir West, Wajir East and Wajir South (Stephens, D.W. 2003).

1.7.2 Theoretical Scope

This research work was based on bureaucratic theory of managing employee performance Wolf (1993) generated this theory after he had explored what factors most influence bureaucratic effectiveness, using the case survey method (similar to meta-analysis) to aggregate the collective judgments of previous case-study researchers regarding bureaucratic effectiveness and other key practices of the U.S. cabinet agencies. After identifying effectiveness- affecting factors, Wolf (1993) tested the competing challenges of managing performance by studying theories such that theory of sectoral efficiency to see what makes a sector efficient best. And wolf suggests that if employee’s performance is under frequent management thereof their performances could be effective.

.7.2 Content Scope

The study focused on performance management and work effectiveness among the public employees in Wajir County in north eastern Kenya,

.7.3 Time Scope

he research work took time from December 2015- to November 2016.

1.8 Significance of the Study

The study contributes to both theory and practice in the area of organizational changes in relation with human resource management and organizational behavior. Since there is not much research that is conducted to look at the implication of performance management in terms of work effectiveness and commitment in the context of public institution.

This study is significant to Wajir County because it provides empirical data on how it can revive an organizational culture that may improve its employee relations and performance as a strategic step forward towards improving its public relations within a real-life context.

In particular, results of this study are useful to researchers and practitioners alike who are interested in performance management in relation with employee effectiveness through its HR relationship building in public sector.

In addition, the study contributes to the better understanding and knowledge of performance management, by integrating business management, employee effectiveness and relations and employee performance.

The results of the study may contribute to the knowledge of Researchers in terms of explaining theories on Management of performance and Work Effectiveness in public enterprises.

Operational Definition of Key Terms

Performance is defined as the execution of an action or the accomplishment of some activity, or the implementation or accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract (Porter, M. 1985).

Management is defined as in businesses and organizations the function that coordinates the efforts of people to accomplish goals and objectives by using available resources efficiently and effectively (Investopedia, 1998).

Efficacy, efficiency, and effectivity are terms that can, in some, be interchangeable with the term effectiveness. The word effective is sometimes used in a quantitative way, “being very effective or not very effective”. However, neither effectiveness, nor effectively, inform about the direction (positive or negative) and the comparison to a standard of the given effect. Efficacy, on the other hand, is the extent to which a desired effect is achieved; the ability to produce a desired amount of the desired effect, or the success in achieving a given goal.

Contrary to the term efficiency, the focus of the efficacy is the achievement as such, not the resources spent in achieving the desired effect. Therefore, what is effective is not necessarily efficacious, and what is efficacious is not necessarily efficient (Investopedia, 2010).

Effectiveness is the capability of producing a desired result. When something is deemed effective, it means it has an intended or expected outcome, or produces a deep, vivid impression. In management, effectiveness relates to getting the right things done (Hill, C. J 2000) reminds us that “effectiveness can and must be learned.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this context, this chapter points out what other researchers have written about the field of this study. The researcher also located, read and evaluated reports of previous studies, observations and opinions related to the study and this lead him to appreciate and understand the research that had already been done in the area of interest that is "Performance Management and Work Effectiveness".

2.1 Theoretical Review

Bureaucratic theory of Performance management has been globally applied to human resource management in public sectors. "Performance management is a continuous process of identifying, measuring and developing the performance of individuals and aligning performance with the strategic goals of the organization". Performance management is many times mistaken as performance appraisal but the latter is just a part of the former "Wolf, 1993".

The bureaucratic theory of managing performance Wolf(1993) generated this theory after he had conducted a study exploring the real factors that mostly influenced effectiveness in public sector, using the case survey method to collect the collective judgments of previous case-study researches regarding bureaucratic effectiveness and other key practices of the U.S. cabinet agencies. After Wolf had identified effectiveness on the basis of affecting factors, Wolf (1993) began testing the competing obstacles of managing performance through applying his bureaucratic theory to find out the sectoral efficiency to see what makes a sector efficient best. And wolf has suggested that if performance is put under routine management thereof the performances of any conduct could be effective.

Although different other obstacles have been tried to explain through bureaucratic effectiveness, little agreement has been reached at the theoretical level as to which practices of an agency most contribute to performance. To identify concerned factors that are likely to affect bureaucratic effectiveness, Wolf (1993) applied case survey method and had to select some independent

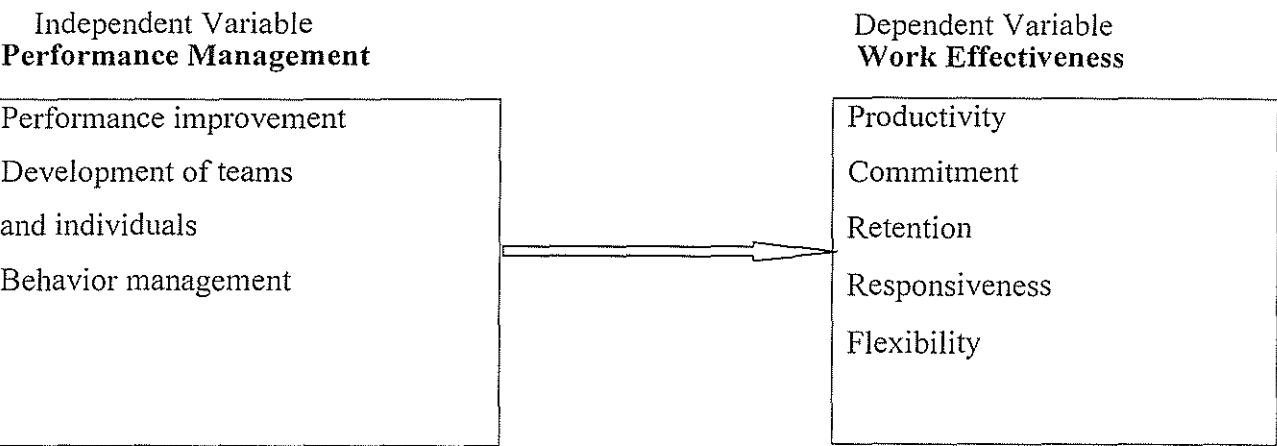
variables, basing on two criteria: whether they were potential to one or more of the schools of thought on bureaucratic effectiveness, and whether there could necessarily be any disagreement among age of the organization, leadership skills of agency head, political autonomy, hierarchical structure, formalization, identification with the agency, government monopoly on mission.

Among these variables, Wolf found that some factors such as skilled leadership of an agency head, sensible of mission, resources targeted on critical task, and delegation of operational decision-making authority, are related to human resource management. As he reviewed theoretically, leadership is to be emphasized by the Government of a nation on basic models of its own because it can integrate different subsets of management and can also lead to good managerial capacity.

After identifying potential variables that are likely to influence bureaucratic effectiveness, Wolf (1993) tested competing aspects of bureaucratic effectiveness and found that "Political regulation of a public sector is most likely to explain bureaucratic effectiveness in the American federal government agencies. According to Wolf (1993), the theory of political regulation of public sector is a newly formulated theory that draws heavily from population ecology and supplements this core with the principles of professionalism and the economic responsiveness.

Population ecology theory explains that an organization's survival and performance depends on the practices of its environment or its capacity to manage change (Lawrence et al. 1986). As the results of maximum likelihood estimation, five independent variables such as autonomy, monopoly, sense of mission, adaptability, and presidential support are significantly related to the effectiveness of a public agency. Citing Chubb and Moe (1990), Wolf (1993) explained that strong sense of mission and competitiveness of public agencies provide incentives for superior performance and adaptability enables agencies to maintain or increase these and other conditions that contribute to effectiveness

2.2Conceptual Framework



Source: McKay (2002)

The conceptual framework particularly illustrates how performance management affects the effectiveness of employees. There is a relationship between the types of organizational changes such as, performance improvement, development of teams, and individuals.

The relationship between effectiveness of work and performance management has always been discussed in organizational behavior and human resource management literature. Performance management highlights the significance of outcomes of effective performance i.e. performance planning- such as putting in order the duties of employees to lead to effective performance of work, employee involvement and empowerment- such as making employees result-oriented and willingly competitive.

Performance management concerns that the conducive and congenial physical, social, and psychological conditions present in the work place have potential to enhance the effectiveness of work of the employees (Beekman, P. 2003).

Improving performance is setting goals and use results to help employees grow and be productive. When establishing a measurement system, managers should understand what their organizations' current state is and then set up rules and expectations.

The research results show the relationship and also the intensity level of the determinants through which they impact on the employee retention (Kotze and Roodt, 2005). Understanding the relationship between flexible working and performance improvement benefits the organization in a number of ways. Assessing the quantity and quality of work of individual employees within organizations provides the opportunity to measure the direct influence of flexible working on organizational operations and effectiveness.

Consequently, assumptions can be challenged or confirmed, a business case for certain working practices can be more accurately quantified, and the organization's cultural "temperature" can be checked with regard to flexible working. In the public sector, any employee who is part of a performing team is charged with delivering a great sector experience, a positive interaction with citizens with the objective of allowing customers to access relevant, up-to-date information which makes them to be recognized as a customer experience professional (Deem, R. 2001). The connection between performance management and task accomplishment of work in the public sector management has been discussed in public organizational behavior literature.

Task accomplishment in the public sector management highlights the importance of outputs of effective performance i.e. Planning employee overall performance- such as setting up orderly the responsibilities of public employees to make for effective performance of work, employee concern (Holzer, M. 1998). Improving customer relations in the public sector is about setting goals to help the employees grow and be responsive to their customers wants.

This research's findings will tend to find out the inter-relationship and also the intensive level of good employee performance in relation to the public customers (Roodt, 2012). Understanding the relationship between customers and performance management benefits the public organization in many ways. Developing involved, effective, highly committed employees equires planning, commitment, and a variety of interventions and strategies that: Build continued confidence for employee challenges. Improve skills in managing people.

Help employees become more aware of their impact on others. Increase the motivation and ability to set and achieve organizational goals. Behavior management makes flexibility in the workplace allow superiors and subordinates to make arrangements about working conditions that suit them in changeable manners. This helps subordinates maintain a work balance and can help superiors improve the productivity and efficiency of their department. As long as employees are still receiving their minimum entitlements, superiors and subordinates can negotiate ways to make their workplace more flexible.

2.3 Review of Related Literature

The related literature was reviewed according to objectives.

2.3.1 Effect of Performance Improvement on Work Effectiveness.

Literature related to ‘performance management’ in any system, seeks to define an “elusive concept” (Burrows, Harvey, and Green, 1992, p. 1). Villanueva, 2012; Wolhuter, Kangumu, and Mungongi, 2014). Harvey and Green (1993) suggested five different models for considering a qualitative management to performance of public work for higher regards. A mix of such values may be seen in institutions’ traditions. In the following review, literature that highlights the comparative (and often competitive) nature of quality is explored.

However, the researcher signifies this study basing on the local policy construction by Wajir public departments such as department of domestic waste management of Wajir County DDWM because “analysis of quality should not be detached from purpose and context” (Harvey and Williams, 2010, p. 7). Many countries in Africa are putting a significant amount of their sectoral performance management resources into the civic located departments and neglect the remote geographic ones like those in Wajir County (Porter, M.1985). The concentration of talent, favorable governance, and abundant resources—create the basic formula for competing on the world-class level. Salmi (2010) later suggested that this situation needs the proper ecosystem, which represents the relevant external forces that directly influence—positively or negatively—the ability of research departments to prosper.

His definition, which includes phrases like ‘abundant,’ ‘favorable,’ or ‘concentration of talent of public employees,’ is comparative in nature and thus needs to be empirically defined in relation to other institutions. It can often be difficult to compare institutional data because of the different mandates and goals these institutions operate under. In the following section, data is reviewed from the literature on high performance using Salmi’s model as an outline with an appropriate comparison to this study’s research context where possible. This also means that for the developing world, a desire to participate in the global knowledge race will mean a push to internationalize their staff.

A professor holding a doctoral degree of Public Administration in Wajir has a salary of approximately \$ 800 per month, which is also another factor showing the gaps in performing well the public tasks, in other words if the salary of the highly educated is at that low level then the salaries paid to any lower workers should be minimum and that indicates the poor public tasks negligence by the public employees “Lynn, L. E. 2000”.

Even if the cost of living is less in a context like the Horn of Africa— enabling them to retain local talent—the fact that they are not able to attract national concern limits their ability to advance in higher national competition.

Salmi’s conceptualization of favorable governance focuses not only on the internal performance management of public sector but on the national governance structures they fall under, especially on basis of international contexts. These external frameworks guard public sector freedom, ensure stability for pursuing patents, criticizing government and using knowledge in the local context, and sufficiently partnering with higher sectoral performance to find welfare, both internally and externally (Salmi, 2009).

Other, darker issues, such as accusations of nepotism, fraud, and theft will not even be covered in his analysis, but will need to be addressed by local stakeholders of public projects. Contrastingly, for emerging institutions, some researchers have shown that public workers tend to be more favorable of leadership even though they enjoy less personal freedom in their work (Locke, Cummings, and Fisher, 2011). So, though some aspects of governance may be lacking competency in this context, it may have little effect on faculty employment considerations and work effectiveness.

The Carnegie foundation's classification system of the early 1970s was an effort to give researchers of high management of public sector performance a model from which comparative performance management inquiries could be made. This reflected the diversified California public sector performance system developed by Clark Kerr (McCormick and Zhao, 2010). Like rankings, the danger classification brings limiting perspectives on what is right for a public department; basing categories of static past phenomena that might not represent the dynamic reality of high public sector improvement today; trade-offs among conflicting goals; and, difficulty with novel methods of organization within a system (McCormick and Zhao, 2010).

2.3.2 Effect of Behavior Management on Work Effectiveness.

Managing behavior has not been universally supported in the international sectoral development systems. Psacharopoulos (1972, 1986, and 2004) has been a leading author in advocating employee behavior management for the last two decades. His work shaped significant policy directions in sectoral behavior management. As a public administrator at the World Bank, he helped develop system of behavior management of employees to show that investment in public sector management had a higher social rate of acceptance.

It is not that he didn't, at various points, communicate the significant value of behavior management, both for public and private benefit. It is merely that the relative value of basic judgments over managed behavior is where sectoral development agendas felt they could receive the most economic return for their financial investment. For example, in 1972, he argued that the higher a public sector has a significant private and social benefit that is greater than other physical capital investments.

Subsequently, Psacharopoulos (1986) reiterated that greater managed behavior may not be advisable in contexts because the "real priority for sectoral expansion may lie in the lower levels of management." (Psacharopoulos, 1986, p. 564). Then in 2004, Psacharopoulos and Patrinos updated their rate behavior management. Here they included statistical data from over ninety countries. They reiterate the relative importance of behavior management in public sector but include the caveat that, "in the updated data set the private returns to public sector are increasing" (Psacharopoulos and Patrinos, 2004, p. 112).

The strength of their research has been its ability to communicate to policy makers about the relative importance of sectoral behavior management to emphasize performance in comparison to other types of public ventures that are more physical in nature.

Other authors have supported the idea that it is difficult for these empirical, numerical analyses to rightly compare the complex behavior management planning necessary for the local African contexts surveyed (Altbach et al, 2012; Mok, 2000; RIHE, 2007). This reality has opened the door for more qualitative studies of behavior management in sectoral contexts in order to more fully represent the costs and benefits of the various levels of educational experiences for youth.

Scholars of World Bank publications in 2000 and 2002 support a shift away from merely rate of return justifications for sectoral behavior management and have been often cited in literature as ‘water-shed’ documents for renewed interest in public sector behavior management.

The report, on behavioral management in Developing Countries: Peril and Promise, co-directed by David Bloom, a Harvard political scientist, focused on behavior management for higher standards of performance development. In a second World Bank publication entitled, Constructing Knowledge of public sectoral behavior: New Challenges for studying behavior of public sectoral departments 2002), the authors continued the argument that the 2000 publication started. The authors of this study—directed by Jamal Salmi—focus on an economic development discourse including a system of mass high sectoral conducts in public organizations.

Similar to Trow’s (1974) analysis on America’s movement toward a ‘mass’ sectoral behavior management system, they see the undergirding pressures for change in BM to be, "the spread of economic liberalism, growing political pluralism, and a rising public demand for work effectiveness” (World Bank, 2002, p. 69). The authors belie their market orientated outlook by their recommendations for more links with local economic drivers, less state control over the financing and governing of public employees, and promotion of corporate-like structures for the management of the sectoral ‘products’ of public departments.

This echoes the blended discourse of market and social benefits discussed in The World Bank publications reviewed. For example, to address the issue of private sector quality and accountability, Pillay noted and encouraged the “dual-track” system that exists in many public

sectors. Within this system, regular employees who qualified for “normal” entrance into a program are funded by the government.

2.3.3 The Challenges affecting Performance of Employees in the Public Sector Departments in Wajer county.

Phillip Altbach has studied trends in international public service for decades. He suggests that global trends toward quality performance through accountability have defined the sectoral profession at the turn of the century (Altbach, 2002). These pressures have meant that the traditional roles, training, and characteristics of sectoral faculties internationally are in a state of flux (Altbach, Reisberg, Yudkevish, and roushchak, & Pacheco, 2012; Grappa, Austin, & Trice, 2007).

In Altbach’s edited volume on the professoriate, *The decline of the Guru* (2002), he suggests that for peripheral institutions not at the center of Northern based sectoria, “the severity (of this crisis) may be especially great where the traditional roles of the professoriate are often less well established, the financial and other resources less adequate” (Altbach, 2002, p. He goes on to make a strong case for further research into “peripheral” states:

This research into a peripheral state like Kenya represents an effort to mitigate the lack of knowledge on the profession in these contexts. In this section, four cross-national studies were reviewed on the professoriate and observations of major trends in the profession are reported.

Globalization and internationalization of sectoral work is playing a major role in changing public sectors. Globalization for higher regard is defined here as increasing movement toward international interconnectedness of ideas, research, public sectoral products, and faculty culture. Internationalization is a movement to make the work of faculty relevant beyond local communities, to encourage the flow of knowledge workers across borders, and an effort to build global networks of sectoral cooperation, knowledge, and research.

Although global trends have been considered, most scholars recognize the significant diversity in the profession across regions, nations, within differing types of institutions in nations, and even across departments in public sectors themselves. As Mok (2000) concluded for the two closely related Asian contexts he studied (Malaysia and Singapore), “while there are clear globalization

trends, especially in the economy and technology, the nation-state is still a powerful actor in shaping the nation's development and in resolving global-national tensions" (p. 174).

Scholars who have participated in cross-national studies of the sectoriate often include sections related to the center and periphery of the global sectoral profession. The center being the research institutions in more economically developed regions and the periphery being the high effectiveness systems that are less recognized for their research production, international rankings, and international influence. Because of the historical significance of the colonial era in the formation of effective performance educational systems third world, this scholarly discourse often arises in cross-national comparisons where systems included.

Cross-national studies of the sectoriate are characterized by a research method that mostly employs a common survey protocol in order to compare responses across groupings of countries, types of institutions, or characteristics of faculty (gender, age, level of schooling, etc.).

Much of the labor in international surveys of faculty has been to understand the historical, political, and contextual factors common to various groupings of countries in order to correlate those factors with happenings in the sectorial professions. Surveys have been supported by interviews with key higher education professionals (teachers or administrators) in two of the cross-national studies (CAP, Paying the sectoriate) and with further national document analysis in the third (CHET).

Enders (2007), doing an extensive literature review in an effort to isolate key trends in the sectoral performance concludes with two overarching storylines. First, he says that "the changing nature and role of tolerance in society seem to be accompanied by changes in high performance sectoriate" (p. 5). So, like the many authors who address high effectiveness of work, the sectoriate is denoted by "change," mostly due to the expansion of performance management as a sectoral driver in combination with the increasing demand for access.

His second point is that "sector faculty is the heart and soul of higher performance effective activities. But they are not one heart and one soul the idea that there is a single sectorial profession is being more and more contested" (p. 9). It is important, then, going forward to look carefully into the way "faculty" is defined in studies in order to make proper comparisons of empirical data across regional, national, and institutional boundaries.

The authors' stated goal "was to learn more about the condition of the sectoriate from a larger perspective and, in the process define priorities that could strengthen the sectoriate worldwide".

However, they still found significant variation across the profession and made efforts to group countries with similar characteristics in order to theorize about social trends. Topics covered in the study address issues of employment (professional activity, satisfaction, workload, participation in leadership, etc.), demographics (age, gender, etc.), productivity (publications, students, etc.), and organization (governance, internationalization, relationship with society, etc.).

Arimoto's point was expanded upon by Teichler in the same conference report. He suggested that in the midst of this rapidly changing economic and social environment, the "details of the biography, employment and work (of sectorial professionals) are of the utmost importance for the proper functioning of effective work" (RIHE, 2009, p. 58). Like the Carnegie study of 1994, the data focused on in this research in mostly middle to high development nations.

Teichler's analysis limited the data even further to five economically advanced countries: Australia, Germany, Japan, the UK, and the USA. Even when trying to limit the differences between national development and sectorial development indices, Teichler found significant variation in sectoral biographies, careers, and work. He concludes therefore that the "institutional frameworks for sectoral careers and for the employment and work characteristics are strongly shaped nationally".

Though the major bulk of sectorship isolated the significant variation between national data, which speaks to the growing diversity in effectiveness of work, a few overarching trends were also reported (RIHE, 2009). These include: a growing percentage of sectorial staff with higher degrees, especially doctorates; An increased introduction of fixed-term appointments; high job satisfaction; increased cumbersome administrative processes and a top-down management style; increased pressures on faculty, especially on young faculty in the research arena; and, feminization, especially in countries such as the USA, the UK, Japan and Mexico (RIHE, 2008, p. 402-403).

Altbach et al (2012), perhaps in an effort to account for lacking empirical data in the two previous cross-national studies, focused their research on a comparison of compensation,

remuneration, and contracts for the sectoriate. This study expanded research of the fourteen Carnegie study countries to twenty-eight countries on all continents. From Kenya, Ethiopia and South Africa were included. A common survey was employed in each country to enable cross-country comparisons.

2.4 Related Studies

Holt and Rowe (2000) link work effectiveness to a continual attention to the possibility of improvement of performance. From the client side, public organizations could support, rather than limit, such performance by becoming involved, continually, within the performance improvement. This could be done by influencing, for instance, sector performance, monitoring techniques and accounting procedures. Work quality is, then, not conceptually limited to the management process, but incorporates relations between workers and superiors and public beneficiaries within the management performance supply network.

So, before total quality management procedures governing the event of improvement can operate effectively, concern must be given to the foundations within which such procedures make sense, notably, to nurturing a culture of innovation and continuous improvement. Attending to relations requires that quality concerns encompass all attitudes within the performance network so that consistency is attained and maintained.

Joe and Winnie (1999) recommend that to achieve the desired sector performance, the sector's submission normally should comprise all required quality documents as stated and should be adequate for implementing institution to assess the tender's quality system and rank them from a quality point of view. As for many public sectors the share of the performance can be attributed to external sources, and performance management processes can therefore play an important role in the endeavor to achieve effective work. Thus, the performance function has a significantly important task in trying to reduce the obstacles from external sources as much as possible.

It is imperative to know where the effectiveness lies and work consistently to try to reduce them throughout the entire performance management. In conclusion, Heinbuch (1996) recommended that to attain effective work, public managers would want to initiate their managment process in accordance with training routinely institutional-level directives; gather information, both internally and externally to inform comparative analyses of performance and levels of efficiency.

The studies conducted by Telug James and Herald Chran, 2015 in several public and private organizations indicates more about performance management and its applicability to organization. It's crucial for organizations to have systems in place to identify, recognize, reward, and retain their top performers to achieve sustainable growth.

Most organizations understand this and spend enormous sums acquiring a performance management system to help ensure their success. Yet wide variation in employee performance persists despite this investment “Telug, J. 2015”. The study found that more than half of the employees (54%) felt that their organization's performance management system was not in effect. This perception is likely to demotivate employees, creating feelings of anguish or frustration that negatively affect their performance, which ultimately defeats the whole purpose of designing and setting up an effective system in the first place.

According to the researchers an effective performance management system starts with a thorough goal-setting process, followed by regular feedback and reviews. It also identifies employees' developmental needs and includes robust reward and recognition practices. The system also should encourage collaboration, teamwork, and communication “.Fundamentally, a performance management is composed of process and people elements. The process element includes items such as job descriptions, rating criteria, the time period of performance management discussions, and reward and recognition systems.

The key component of the people element is the manager, who drives the system by setting expectations, communicating plans, encouraging development, and giving and receiving feedback. The research analysis revealed that most organizations invest in world-class processes for their performance management process, but they overlook the importance of the people element. And because managers have the greatest impact on that element, the researcher decided to investigate whether managerial ability was responsible for the variance in employee experience with the system. To determine the manager's effect on the performance management, the researchers conducted research with the same participants from his initial study.

To gain a sense of managerial ability, he asked each employee to rate his or her manager to determine how much managers: helped employees feel empowered, recognized or praised employees' achievements, cared about their employees, had regular discussions with employees.

Next, the researchers looked at how satisfied these same employees were with their organization's performance management. Employees were asked to rate the system by indicating their agreement with the statement "My organization's performance management clearly differentiates the good performers from the poor performers in my organization." A high score earned the system a rating of "very good," while the lowest ratings earned the system a score of "poor."

Telug and Herald's analysis revealed that employees who gave their managers "best" ratings found the performance management to be much more effective than did employees who gave their managers "below average" ratings. Seventy percent of employees who gave their managers "best" ratings rated their performance management system as "very good." In contrast, only 2% of employees who rated their managers as "below average" gave their system a "very good" rating.

The relationship between employees and their manager is key though good processes are important in any performance management; the human element is the most important component in whether employees perceive the system as effective. The relationship between an employee and his or her manager is the key factor in driving those perceptions, and it accounts for the great variance in those perceptions among the employees the two researchers studied.

Their research with these eight organizations revealed that great managers: clearly communicated performance standards and what good performance in a role looks like, focused on employee strengths rather than weaknesses, helped employees understand that the purpose of the performance management system was to aid in their development; it was not just an activity required for pay or promotions.

2.3 Research Gaps

Literature has been reviewed that frames the current knowledge on the public sector and their views in the global arena. Although Wajir still lags behind other towns of the country, universal effectiveness in public departments could be seen as needy of performance management.' The pressure on unworthy performance and therefore the sectoral efficiency is forcing regional debates on the 'changing' nature of the constituency and the work of public departments in general. Where one thought on the changes taking place in sector considers the 'knowledge' workers to be well placed in a competitive world of 'knowledge'.

The old studies done in the region of north east may be an apt description of many situations for the sectoriate today. Yet, few studies look into sector performance on the issue of quality in light of the 'mass' era, especially in Wajer. The major national studies reviewed on the sectoral operations are mostly focused on the central regions of sectoria nationally. The Pamoja Tubadilishe study in 2010 by the Tanzua Chama cha Sitawi TCCS, looked only into a specific type of departments in the country. Even the Kenya National Program Observation study (2009), which only considered, and selected only the top central, western, and northern departments in eight national contexts.

This has left room in the sectoral literature for studies into public departments' quality and the sectoral contacts in the constituency. For a context like the department of domestic waste management of Wajir which are 'remote' in terms of the national sectoral landscape, research that measures sector staff's view of departmental quality could advance knowledge in the field of national departmental performance.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter describes the procedures that were followed in conducting the study. It gives details regarding research design, population of the study area, sample and sampling techniques, a description of data collection instruments used, as well as the techniques that were used to analyze data.

3.1. Research Design

The study used descriptive cross-sectional design. The design flowed from the objectives, questions or hypothesis being addressed by the researcher and the methods used to collect data were those which have the greatest practical utility in obtaining the information required. In the context of this research study the research designed descriptive. It means that he described what practices exist in current situation according to level of study. Additionally, descriptive studies are non-experimental researches that describe the characteristics of a particular individual, or of a group. It deals with the relationship between variables, testing of hypothesis and development of generalizations and use of theories that have universal validity.

3.2. Population of the study

The target population in the study was 535. It consisted of 15 top managers from the County, 20 middle managers, 25 first line managers, and 475 employees. The researcher ensured that key respondents were involved in the study population and ensured that their response were validated and crucial to the research.

3.3. Sample size determination

The researcher interviewed a sample size of 273 respondents as calculated by Slovene's formula to represent the whole population of the entire study. The researcher chose this size because it provided statistically significant results of the performance management and work effectiveness in public sector, Wajir County, Kenya. It was also due to the need for the researcher to be cost effective so as to reduce on the time and cost that the study would take when the sample was so large. The sample size for the study was determined using the Slovene's formula. The formula

takes into account the amount of error that can be tolerated by the study; the aim is to maintain sufficient scientific rigor, reduce sampling errors and increase the possibility of drawing generalizations from the findings as stated below:

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n

= sample size number

N

= total population

1

= constant

e

= level of significance of 0.05

Table 3.3: Sample

Category	Population	Sample
Top managers	15	14
Middle managers	20	19
First-line managers	25	23
Employees	475	217
Total	535	273

Source: Primary Data, 2016

3.4. Sampling Techniques

The study adopted stratified random sampling method. The strata were applied to the categories of the respondents. A sample of 273 respondents was selected across study area in order to collect data from the respondents. A simple random sample was then done for each stratum.

3.5. Data Sources

This study used both secondary and primary data collection methods as described below:

3.5.1 Primary Data was the data obtained from the respondents at the field.

3.5.2 Secondary Data

Was the data obtained from different secondary sources such as textbooks, magazines, journals, internet, and dissertations on the issue at hand at affordable cost.

3.6. Data Collection Instruments

The study was guided by questionnaires, with the respondents directly at the field as described. Depending on the accessibility of the respondent, some questionnaires were self-administered while others were emailed. The questionnaire was consisted of mainly closed ended questions and a few open-ended questions for purposive clarity. The questionnaire was designed in accordance with the study objectives.

3.6.1 Questionnaires

The researcher used questionnaires while in the field. The questionnaires were advantageous because the respondents filled them at their own convenience and were appropriate for large samples. Structured questionnaires were developed and pre-tested prior to final sampling. The researcher and his assistants gave them out to respondents and collected them later after answering. These were easier and important in collecting primary data. According to Amin (2005), questionnaires are advantageous for researchers because information can be obtained fairly, easily and the questionnaire responses are easily coded. However, the major weaknesses of questionnaires are that they do not provide detailed information to the problem and this is why they are substantiated by interviews. The questionnaires are a source of primary data.

3.7. Quality Control

To ensure quality, four experienced research assistants were recruited and trained for three days before they were sent to the field to collect the data. After the training, the tools were pre-tested to ensure their validity and reliability and all the necessary changes were incorporate in the final tools.

3.7.1 Validity. To test the content validity, the researcher gave the questionnaire to three experts to assess their suitability and relevancy of the research objectives of the study and research questions. The experts were asked to assess the validity of the questions in the questionnaire by ranking them from 1 to 4 against objectives of the study and the research questions. 1-represents strongly disagree, 2-Disagree, 3-Agree, and 4 for strongly agree. From there, a Content Validity Ratio (CVR) and Content Validity Index (CVI) were calculated. CVR was calculated by subtracting the total number of items judged to strongly disagree (1), and disagree (2) from the

total number of items judged to strongly agree (4) and agree (3), thereby dividing them to a half of people asked to judge the questionnaire. The CVI was accepted because normally it should be greater than 0.7, which meant that the questionnaire could be administered for the purpose of this study, using this formula;

$$CVI = \frac{\text{Number of questions declared Valid}}{\text{Total number of questions on the questionnaire}}$$

Table 3.7.1: Validity Determination

	Valid Items	Non-Valid Items	Total
Rater1	11	3	14
Rater2	6	1	7
Total	17	4	21

$$\text{Formula= CVI= } \frac{\text{Valid Items}}{\text{Total Number of Items}} = \frac{17}{21} = 0.80$$

$$\text{Content Validity Index (CVI) = } 17/21 = 0.80$$

The tools used in the study were mostly valid as showed by the CVI which was 0.80 in the analysis.

3.7.2 Reliability. To ensure reliability of the instrument, the researcher used the test-retest method. The questionnaire was given to 10 people and after two weeks, the same questionnaire was given to the same people and the Cronbach Alpha was computed using SPSS. The minimum Cronbach Alpha coefficient of 0.7 was used to declare an instrument reliable.

Table3.7.2: Findings of Reliability Testing

Construct Variables Analyzed	Cronbach Alpha Level of Significance
Performance improvement	0.75
Development of teams and individuals	0.85
Behaviour management	0.70
Productivity	0.8333
Commitment	0.75
Retention	0.875
Responsiveness	0.625
Flexibility	0.7083

Source; Primary Data 2016

The items used in the study were mostly reliable apart from Responsiveness which was below the significance level of 0.7 with a significance level of 0.6.

3.8 Research Procedure

Data gathering procedures were divided into three phases, these included; before, during and after. The researcher followed these phases to reach to the conclusion of the data gathering procedures.

Before, before the research, the researcher was required to get an introductory letter from the college of higher degrees and research. After this letter, the researcher was required to present that letter to the field officials before carrying out the data gathering.

During; in the process of collecting data, the researcher educated the respondents about the research and also informed them about the future use, benefits and outcomes of the research report. This was done by the researcher with the help of three to five people by distributing the questionnaires to the respondents.

After; after collecting the data from the field research the analysis process and presentation emerged. The researcher made sure he collected all the questionnaires from the respondents since the questionnaires were vital in data analysis procedures and presentation.

3.9. Data Analysis

The collected data was organized and edited at the end of each step to ensure accuracy, completeness and consistency of the information given by the respondents. The result of which was used for data coding. The demographic data of respondents were analyzed by frequency tables; objectives 1, 2 and 3 were analyzed using means and standard deviation.

3.10. Ethical considerations

Permission to conduct the study was sought from the department of political science of Kampala International University which was accompanied by letter of introduction. Also permission was sought from the local authorities where the study was conducted. All the respondents only participated in the study after voluntarily consenting through signing the informed consent. All the data was handled with confidentiality and only codes were used instead of names to ensure anonymity. During the interviews with the respondents, the research assistant ensured that there was adequate privacy to allow the respondents express their opinions without fear. The research assistants also ensured that they were not biased during the interviews and asked the questions clearly and record the responses accurately.

3.11 Limitations of the Study

Uncooperative behavior of some respondents, unapproachable respondents and those who were reluctant to give information could limit the researcher in this study. However, the researcher tried to convince the respondents that the research work was for academic purposes only.

The researcher was also limited by department managers in accessing to departmental information because of organizational policy regarding information disbursement. The researcher used his introductory letter from the college of Humanities and Social Sciences of Kampala International University to explain to them his academic intentions.

The researcher was also limited by extraneous variables such as honesty of the respondents where some of them did not say the truth. The researcher was solicited for the truth by giving the respondents to sign the inform consent form.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 INTRODUCTION

This chapter shows the presentation of data analysis and interpretation. The data analysis and interpretation was based on the research questions as well as research objectives, the presentation was divided in two parts. The first part presents the respondents profile or demographic information, while the second part deals with presentation, interpretation and analysis of the research questions and objectives.

4.1 Demographic information of the Respondents

This section presents the background information of respondents who participated in the study. The purpose of this background information was to find out the characteristics of respondents and show the distribution of the population in the study.

4.1.1 Profile of Respondents by Gender

CATEGORY	FREQUENCY	PERCENT
Gender		
Male	146	53.5%
Female	127	46.5%
Total	273	100%

The data presented above in table 4.1 indicates that the gender distribution of 53.5% was male. This shows that men are the most employed in Wajir County's public departments. Because, the difference may because of cultural diversity be that most Cushitic women in north eastern Kenya are not working but instead keep home.

4.1.2 Profile of Respondents by Age

Age	FREQUENCY	PERCENT
20-25	61	22.3%
26-35	48	17.6%
36-41	63	23.1%
42-56	51	18.7%
Above 56	50	18.3%
Total	273	100%

Indicated in the table 4. 22.3% of the respondents are at the age of less than 25 years; 17.6% of the respondents are at the age of 26-35, 23.1% of the respondents are at the age 36-41. 18.7% of the respondents are at the age of 42-56, and 18.3% of the respondents are above the age of 56, so majority of the respondents' ages are 36-41.

4.1.3 Profile of Respondents by Educational Level

Educational Level of Respondents	FREQUENCY	PERCENT
High School	37	13.6%
Diploma	42	15.4%
Bachelor	128	46.9%
Masters	33	12.1%
PhD	33	12.1%
Total	273	100%

Indicated in the table 4.1.3 13.6% of the respondents were holders of high school certificate, 15.4% were holding Diploma, 46.9% were holders of Bachelor, and 12.1% were holding masters and PhD. So majority of the respondents' were holders of Bachelor.

4.1.4 Profile of Respondents by Marital Status

Marital Status of Respondents	FREQUENCY	PERCENT
Unmarried	56	20.5%
Married	57	21.9%
Divorced	45	16.5%
Widow	42	15.4%
Engaged	23	8.4%
Widower	50	18.3%
Total	273	100%

Indicated in the table 4.1.4 (20.5%) of the respondents were unmarried, (20.9%) were married, (16.5%) were divorced, (15.4%) were widows, 8.4% were engaged, and (18.3%) were widowers. Therefore, the majority of the respondents were married with a percentage of (21.9%).

4.1.5 Profile of Respondents by Occupation

Occupation	FREQUENCY	PERCENT
Employees	63	23.1%
Top managers	56	20.5%
First-line managers	56	20.5%
Middle manager	45	16.5%
Others	53	19.4%
Total	273	100%

Indicated in the table 4.1.5 (23.1%) of the respondents was employees, (20.5%) were top managers and first-line managers, (16.5%) were middle managers, (19.4%) were others. Therefore, the majority of the respondents were employees with the largest percentage of (23.1%).

4.1.6 Profile of Respondents by Employment Status

Employment Status of Respondents	FREQUENCY	PERCENT
Full Time Job	136	49.8%
Part Time Job	137	50.2%
Total	273	100%

Source: Primary Data 2016

50.2% of the respondents were in the part time section, and (49.8%) of the respondents were working full time job. Therefore, the majority of the respondents were working part time job, which implies that the employees mostly rely not on only the public jobs but rather work in other jobs.

4.2 Descriptive statistics of Performance improvement, Behavior management, and Work effectiveness.

4.2.1 Descriptive Statistics of Performance Improvement.

Respondents were asked questions on performance improvement. The responses were as in table 4.2.1 below:

Items on Objective One	Mean	Interpretation	Rank
Do you rate the status of your performance improvement? High or Low	2.67	High	1
Do you understand performance improvement as both employee and managerial responsibility	2.65	High	2
According to your judgment do you think that the level of one’s salary can determine their performance improvement	2.35	Low	5
Are poor performers capable of being improved	2.58	High	3
According to your judgment can performance improvement lead to effectiveness of work	2.54	High	4
Mean	2.55	High	

Source: Primary Data, 2016

Table 4.2.2: Key to interpretation of mean

Mean range	Response mode	Interpretation
3.26 - 4.00	Strongly agree	Very High
2.51 – 3. 25	Agree	High
1.76 – 2.50	Disagree	Low
1.00 – 1.75	Strongly disagree	Very Low

The table presents the findings that were provided by the respondents indicating the various items of on performance improvement that included (Do you rate the status of your performance improvement High or Low with a satisfactory mean of (2.67), Do you understand performance improvement as both employee and managerial responsibility with also a satisfactory mean of (2.65), According to your judgment do you think that the level of one's salary can determine their performance improvement with unsatisfactory mean of (2.35), Are poor performers capable of being improved with a satisfactory mean of (2.58), and According to your judgment can performance improvement lead to effectiveness of work with a satisfactory mean of (2.54). This is conformity with (Ingraham, P. 2003) who found in his research study the same results.

Therefore, the government should put more efforts into the future continuation of performance improvement by providing the necessary means of improving performance of public employees such as training employees on regular basis.

4.2.3 Descriptive Statistics of Behavior Management.

Respondents were asked questions on behavior management. The responses were as in table 4.2.3.1 below:

Table 4.2.3.1 Descriptive Statistics of Behavior Management

Items on Objective Two	Mean	Interpretation	Rank
Adequate competitiveness	2.76	High	2
Higher commitment	2.65	High	4
Increase of departmental quality	2.59	High	5
Flexible employees	2.93	High	1
Adequate act-by rule	2.21	Low	7
Organizational policy is well implemented	2.12	Low	8
Collective organizational gains among the departments	2.56	High	6
Motivation in the sector increases	2.74	High	3
Total Mean	2.57	High	

Source: Primary Data, 2016

Table 4.2.3.2: Key to interpretation of mean

Mean range	Response mode	Interpretation
3.26 - 4.00	Strongly agree	Very High
2.51 – 3. 25	Agree	High
1.76 – 2.50	Disagree	Low
1.00 – 1.75	Strongly disagree	Very Low

The table presents the findings that were provided by the respondents indicating the various items on behavior management that included (Adequate competitiveness with a satisfactory mean of (2.76), Higher commitment with satisfactory mean of (2.65), Increase of departmental quality with a satisfactory mean of (2.59), Flexible employees with a satisfactory mean of (2.93), Adequate act-by rule with unsatisfactory mean of (2.21), Organizational policy is well implemented with unsatisfactory mean of (2.12), Collective organizational gains among the departments with satisfactory mean of (2.56), and Motivation in the sector increases with satisfactory mean of (2.74). The analysis on table 4.3 shows that the show that the necessity of behavior management in the public sector is obviously high according to the responses provided by the respondents.

Therefore, both the central government and public managers should put forth emphasis on behavior management by providing necessary means required for managing behavior of employees to make for effective work in the public departments to make the departments capable of achieving their goals through managing managed behavior of their employees which is the most necessary means of achieving effective work in the departments.

4.2.4 Descriptive Statistics of Work Effectiveness

Respondents were asked questions on work effectiveness the responses were as in table 4.2.4.1 below:

Table 4.2.4.1 Descriptive Statistics of Work Effectiveness

Items	Mean	Std. Deviation	Interpretation	Rank
Work effectiveness leads to Co-operation between the public employees and their managers.	2.13	.94299	High	2
Work effectiveness leads to efficient resource mobilization in the sector.	2.11	.95826	High	3
Work effectiveness brings about competitive sector departments through improved sectoral performance.	2.9	.95826	High	3
Work effectiveness leads to economization on resources available for doing everyday tasks if employees perform improvably.	2.7	.96028	High	1
Overall Mean	2.973		High	

Source: Primary Data, 2016

Table 4.2.4.2 Key to interpretation of mean

Mean range	Response mode	Interpretation
3.26 - 4.00	Strongly agree	Very High
2.51 – 3. 25	Agree	High
1.76 – 2.50	Disagree	Low
1.00 – 1.75	Strongly disagree	Very Low

The table presents the findings that were provided by the respondents indicating the various items on work effectiveness, all of the items were interpreted satisfactory with high mean ranges each. The items were (Work effectiveness leads to Co-operation between the public employees and their managers with a satisfactory mean of (2.9780), Work effectiveness leads to efficient resource mobilization in the sector. with a satisfactory mean of (2.9707), Work effectiveness brings about competitive sector departments through improved sectoral performance with a satisfactory mean of (2.9707), and Work effectiveness leads to economization on resources available for doing everyday tasks if employees perform improvably with a satisfactory mean (2.9744),. Thus, the result on table 4.3 shows the necessity of work effectiveness is high according to the responses of the participants. Therefore, the government has to make efforts for bringing about the necessary means that led to effectiveness of work to make the public sector of Wajir County be able to achieve effective goals of work.

4.2.5 Descriptive statistics challenges affecting performance of employees

Respondents were asked questions on challenges affecting performance of employees. The responses were as in table 4.2.5.1 below:

Table 4.2.5.1 Challenges affecting Performance of employees

Items	Mean	Interpretation	Rank
Low pay	2.89	High	2
Inadequate central influence	2.26	Low	3
Cultural norms of the employees	2.89	High	2
Inadequate Facilitation necessary to do work	3.02	High	1
Mean	2.76	High	

Source: Primary Data, 2016

Table 4.2.5.2 Key to interpretation of mean

Mean range	Response mode	Interpretation
3.26 - 4.00	Strongly agree	Very High
2.51 – 3. 25	Agree	High
1.76 – 2.50	Disagree	Low
1.00 – 1.75	Strongly disagree	Very Low

The table presents the findings that were provided by the respondents indicating the various items on challenges affecting performance of employees that included (Low pay, with a satisfactory mean of (2.89), Inadequate central influence with unsatisfactory mean of (2.26), Cultural norms of the employees with a satisfactory mean of also 2.89, Are poor performers capable of being improved with a satisfactory mean (2.58), and Inadequate facilitation necessary

to do work with a satisfactory mean of (3.02). Thus, the result on table 4.4 shows the negative effect of the analyzed challenges according to the responses of the respondents is high. Therefore, the government has to make efforts for reducing these challenges by providing the necessary means required to improve performance of employees to achieve effective goals of work.

4.3 Effect of performance improvement on work effectiveness

This section shows the level of effect of performance improvement on work effectiveness using regression and the findings are as shown in table 4.3

Table 4.3.1 Effect of performance improvement on work effectiveness

Predictor (Performance Improvement)	Adjusted R Square	Mean Square	t	Standardized Coefficients Beta	Sig
Constant	.005	2.464	13.798	.091	.000

Predictor: (constant) Performance Management

Dependent Variable: Work Effectiveness

The regression model in table 4.2.1 above shows adjusted R Square value of 0.005. Beta of 9.1% suggesting that performance improvement affects 9.1% on work effectiveness, t= 13.798, and significance p= 0.00 since the significance level is below 0.05 suggesting that performance improvement is a significant predictor of work effectiveness.

4.4 Effect of Behavior Management on Work Effectiveness

This section shows the level of effect of behavior management on work effectiveness using regression and the findings are as shown in table 4.4 below.

Table 4.4.1 Effect of Behavior Management on Work Effectiveness

Predictor (Behavior management)	Adjusted R Square	Mean Square	t	Standardized Coefficients Beta	Sig
Constant	0.005	0.543	14.528	0.0141	0.000

Source: Primary Data, 2016

Predictor: (constant) Behavior Management

Dependent Variable: Work Effectiveness

The regression model in table 4.2.2 above shows adjusted R Square value of 0.005. Beta of 14.1% suggesting that behavior management affects 14.1% on work effectiveness, t= 14.528, and significance V= 0.00 since the significance level is below 0.05 suggesting that behavior management is a significant predictor of work effectiveness.

4.5 Effect of performance management on work effectiveness

This section shows the level of effect of performance management on work effectiveness using regression and the findings are as shown in table 4.5.1 below.

Table 4.5.1 Effect of Performance Management on Work Effectiveness.

Predictor(Performance Management)	Adjusted R Square	Mean Square	t	Standardised Coefficients Beta	Sig	Interpretation	Decision on Null Hypothesis
Constant	.005	0.617	16.687	.0112	0.00	Positive Effect	Rejected

Source: Primary Field Data, 2016

Predictor: (constant) Performance management

Dependent Variable: Work effectiveness

The regression model in table 4.5.1 above shows adjusted R square value of 0.005. Beta of 11.2% suggesting that performance management affects 11.2% on work effectiveness, t=16.687, and significance p= 0.00 since the significance level is below 0.05 suggesting that performance management is a significant predictor of work effectiveness.

The relation between the IV and DV registered positive correlation coefficient which was computed at +1 and interpreted as strong positive correlation. In this case performance management X has a close relationship with work effectiveness Y. Most respondents agreed to the relation of performance management with work effectiveness to be a positive relation indicating that the work of employees in Wajir County can be effective if their performance is managed. Therefore, the public managers of Wajir County have to put emphasis on any possible means for managing their employees’ performance to get effective goal of public work through means of full salary pay, incentives, basic regulations, and controlled behavior in the departments free from fraud, embezzlement, and resource misuse for either ignorance or personal gains.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the discussions of the findings, conclusions and recommendations based on the findings of the study that have been analyzed, interpreted, and presented in chapter four. The discussions, conclusions, and recommendations are made objective by objective.

5.1 DISCUSSION OF FINDINGS

This section discusses the findings of the study objective by objective.

5.1.1 To determine the effect of performance improvement on work effectiveness.

The findings on objective one show significant level of effect, suggesting that performance improvement is a significant predictor of work effectiveness.

This is in line with (Porter, M. 1985) who found that performance improvement affects work effectiveness through its effects on employees' adaptability, and learnability. Performance improvement determines the type of skills and motives of workers and the opportunities and incentives that workers have to design new and better ways of doing their work

Ingraham, P. 2003 also concluded that there was no relationship between performance improvement and work effectiveness, labeling it "there is no relationship" ($p = .405$) and $\text{sig } 0.062$). Ingraham review was limited by the very small number of published studies available for review at that time (only two studies were reviewed that reported a correlation between performance improvement and work effectiveness).

5.1.2 To examine the effect of behavior management on work effectiveness.

The findings show significant level of effect, suggesting that behavior management is a significant predictor of work effectiveness.

The findings are related to those of Williams, C. J. (1998) who argued that behavior management is also practiced to allow qualified employees to gain more insights into the process of a company, and to reduce unqualified conducts and increase activity satisfaction. Behavior

management benefits workers by reducing uncommitment, fatigue, and job burn-out, which ultimately increases the level of work effectiveness.

Cranny, W and Holzerene (2009) have pointed out that increased work effectiveness is of the benefits of behavior management. In their model, well mannered workers prefer to perform a variety of tasks rather than specializing in single tasks, and as a consequence, behavior management increases work effectiveness.

5.1.3 To establish the challenges affecting performance of employees in the public sector departments in Wajer constituency

The findings show that the most challenges affecting performance of employees in the public sector departments in Wajer constituency were “inadequate facilitation necessary to do work”, “low pay and cultural norms of the employees”.

Cobtevre, H. (1987) also found that paying low salary challenges the performance of employees. In his study he concluded that paying low salary to workers stops their motivation and makes them spend less energy and not use effectively their skills, and that leads to poor performance of the organization.

Lysine, M. (2002) also found that inadequate facilities for doing work were a major challenge in any organization. In his study he carried on Carpel Mive Brands in Germany, he found that most challenges the workers were facing was inadequate facilities such as machinery which was causing the workers to use their energy more than they were able to.

5.2 Conclusions

This section concludes the findings of the study objective by objective.

5.2.1 Effect of performance improvement on work effectiveness

The research findings on objective one concluded that performance improvement had an effect on work effectiveness as determined by the total interpretation for the objective.

5.2.2 Effect of behavior management on work effectiveness

The research findings concluded that behavior management has direct positive effect on work effectiveness as shown by the total analysis of the items analyzed.

5.2.3 Challenges affecting performance of employees

The research findings concluded that inadequate facilitation to do work and low salary pay were the most challenges affecting the employees; performance in Wajir.

5.3 Recommendations

This section presents recommendations on the study findings.

5.3.1 Effect of performance improvement on work effectiveness

The government should encourage on performance improvement of the public employees to get effectiveness of work. The top managers should promote the performance of employees to gain economic development and recovery in the County.

5.3.2 Effect of behavior management on work effectiveness

The public managers in Wajir should manage their employees’ behavior in order to find ways of solving departmental misconducts to bring about effective work. The government should also sensitize on behavior management of the public employees to get effectiveness of work. The employees should work hard hand in hand with their managers to ensure regular effective results in the sector.

5.3.3 Challenges affecting performance of employees

The managers of the departments should give attention to how they can limit their employees’ challenges. The government should change the working system in whatever means necessary. Top managers in the constituency should focus on the performance of employees to get ways of treating the given challenges. The employees should act by the managerial regulations as well to keep in place effectiveness of their works.

5.4 Contribution to existing knowledge

This section presents the contributions to the existing knowledge found through the study.

Research area. The fact that the researcher had conducted a study on the effect of performance management on work effectiveness in Wajir County is totally new and contributes to the body of Knowledge on the subject matter. As the significance of the study is that it will be used by the government officials to improve the performance of their employees.

Solving trending issues. To solve trending or new issues in the society is an added advantage. This could be used in justifying the study as well as a way of adding to existing knowledge. Through asking the right questions and doing a thorough data analysis, the researcher could solve current issues in his environment from the findings of the study as well as good recommendations listed. These trending issues are still new and enough research may not have been carried out on the subject matter. So the ability of the researcher to boldly tackle this new issue and surviving the problems of new research area and building literature for the subject area is highly a major contribution to existing knowledge.

5.5 For Further Research Areas

The following areas need to be investigated as they were not sufficiently covered by this study

1. Motivation of employees and Local Community Participation
2. The Impact of geographical remoteness on the departmental performance of the constituency.
3. Performance Management and sector Development

REFERENCES

- African Development Bank. (2012a). *Proceedings of the African Development Bank's human capital development strategy*, Abuja publishers.
- Altbach, P. G. (2012). *The globalization of public sector organization*. Deli Publishers, New Delhi.
- Beekman, P.2003. *Executive Summary, Government Performance Project Final Assessment*: 8-14. Syracuse, NY: Syracuse University.
- Collins, C. S., & Rhoads, R. A. (2010). *The World Bank, support for sector management and asymmetrical power relations in international development*, pgs 59, 181-205, New York.
- Copur, H. (1990). 'Sectoral Performance: a study of conflict and satisfaction in the sectoriate', *Human Relations*, 43, 113-127.
- Cross, M., & Rouhani, S. (2004). *Vanishing borders and new boundaries: employees and officers mobility and the internationalization of South African public sector*, Johannesburg.
- Currie, J. (1998). *Globalization practices and the sectoriate in Anglo-Pacific and North American states. Comparative sectoral Review*, 42(1), 15-29.
- Dearlove, J. (1997). *The sectoral labor process: From collegiality and sectoralism to managerialism and proletarianization*, 30(1), 56-75.
- Deem, R. (2001). *Globalization, new managerialism, and entrepreneurialism in sectors: Is the local dimension still important? Comparative research*, 37(1), 7-20.
- Deem R., Mok, K. H., & Lucas, L. (2008). *Transforming higher performance in whose image? Exploring the concept of the 'world-class' sector in Europe and Asia Policy*, 21, 83-97.
- Dillman, D. A. (2010). *Mail and internet surveys: The tailored design method (2nd Ed.)*. New York, NY: Wiley.
- Holzer, M., & Callahan, K. 1998. *Government at Work: Best Practices and Model Programs*. Thousand Oaks, Calif.: Sage.

- Ingraham, P. 2003. *Methodology and Criteria, Government Performance Project Final Assessment: 27-36*. Syracuse, NY: Syracuse University. Ingraham, P.
- Lynn, L. E. J., Heinrich, C. J., & Hill, C. J. 2000b. *Studying Governance and Public Management: Why? How? In L. E. J. Lynn (Ed.), Governance and Performance: New Perspectives*. Washington, DC: Georgetown University Press.
- Porter, M. 1985. *Competitive Advantage: Creating and Sustaining Superior Performance*. New York: Free Press.
- Selden, S. C., & Jacobson, W. 2003. *Human Resources Management, Government Performance Project Final Assessment: 101-131*. Syracuse, NY: Syracuse University.
- Stephens, D.W. 2003. *Organization and Management. In W.A. Geller, & D. W. Stephens (Eds.), Local Government Police Management, 4th ed.: 27-66*. Washington, DC: International City/County Management Association.
- Wolf, 1993. *Introduction to performance management in organizations*. New York P Timelines, New York.

APPENDICES

QUESTIONNAIRES

Instruction

Dear respondent, this questionnaire is designed to explore further findings concerning performance management and work effectiveness among the public employees in Wajir County, Kenya, it is for academic purposes only and your assistance will be deeply appreciated.

Please tick (✓) in the box that most accurately reflects your view.

APPENDIX I: DEMOGRAPHIC INFORMATION OF RESPONDENTS

SECTION A:

1. Gender

_____ Female

_____ Male

2. Age

_____ 20-25

_____ 26-35

_____ 36-41

_____ 42-56

_____ Above 56

3. Marital Status

_____ Unmarried

_____ Married

_____ Divorced

_____ Widow

_____ Engaged

_____ Widower

4. Level of Education

_____ High School

_____ Diploma

_____ Bachelor

_____ Masters

_____ PhD

5. Occupation

_____ Civil Servant

_____ Business person

_____ Private Sector worker

_____ Civil Society worker

_____ Others

6. Employment Status

_____ Full time Job

_____ Part time Job

APPENDIX II
QUESTIONNAIRE ON OBJECTIVE ONE

SECTION B: QUESTIONS ON PERFORMANCE IMPROVEMENT

1. Do you rate the status of your performance improvement high or low		2	3	
2. Do you understand performance improvement as both employee and managerial responsibility	1	2	3	4
3. According to your judgment do you think that the level of one's salary can determine their performance improvement	1	2	3	4
4. Are poor performers capable of being improved	1	2	3	4
5. According to your judgment can performance improvement lead to effectiveness of work	1	2	3	4

APPENDIX III

QUESTIONNAIRE ON THE OBJECTIVE TWO

SECTION C: QUESTIONS ON BEHAVIOR MANAGEMENT

These questions are to indicate the extent to which you agree with the following statements about the effect of behavior management on work effectiveness among public employees. Tick the right number corresponding with each item.

Response Mode	Ranging	Interpretation
Strongly Agree	4	Very Good
Agree	3	Good
Disagree	2	Poor
Strongly Disagree	1	Very Poor

EFFECT OF BEHAVIOR MANAGEMENT ON WORK EFFECTIVENESS AMONG THE PUBLIC EMPLOYEES IN WAJIR COUNTY

6. Adequate competitiveness	1	2	3	4
7. Higher commitment	1	2	3	4
8. Increase of departmental quality	1	2	3	4
9. Flexible employees	1	2	3	4
10. Adequate act-by rule	1	2	3	4
11. Organizational policy is well implemented	1	2	3	4
12. Collective organizational gains among the departments	1	2	3	4
13. Motivation in the sector increases	1	2	3	4

APPENDIX IV

QUESTIONNAIRE ON THE OBJECTIVE THREE

SECTION D: QUESTIONS ON CHALLENGES AFFECTING PERFORMANCE OF EMPLOYEES IN THE PUBLIC SECTOR DEPARTMENTS IN WAJIR COUNTY

14. Low pay	1	2	3	4
15. Inadequate central influence	1	2	3	4
16. Cultural norms of the employees	1	2	3	4
17. Inadequate Facilitation necessary to do work	1	2	3	4

APPENDIX V

QUESTIONNAIRE ON WORK EFFECTIVENESS

SECTION E: QUESTIONS ON WORK EFFECTIVENESS

18. Work effectiveness leads to Co-operation between the public employees and their managers.	1	2	3	4
19. Work effectiveness leads to efficient resource mobilization in the sector.	1	2	3	4
20. Work effectiveness brings about competitive sector departments through improved sectoral performance.	1	2	3	4
21. Work effectiveness leads to economization on resources available for doing everyday tasks if employees perform improvably.	1	2	3	4