

Performance Measurement and Effective Communication: Strategic to Service Delivery

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ABSTRACT: *The Bomet County Government is experiencing difficulties in providing efficient services and should integrate performance contracting as a means of enhancing it. The objective was to establish the effect of performance measurement and effective communication, on service delivery. The study used the expectancy, goal-setting and new public management theories. Explanatory research design was used with a sample of 70 management staff selected out of a target population of 260. The research employed a semi-structured questionnaire to gather data, which was subsequently analysed using descriptive and inferential statistics. The findings indicated that performance measurement and effective communication had significant effect on service delivery. Accountability resulted in the timely completion of projects and innovation improved project prioritization. The study suggested that enhancing communication strategies and reassessing performance evaluation methods could help enhance service delivery*

KEY WORDS: Performance measurement, effective communication, Service Delivery

INTRODUCTION

Performance contract originates from the concept of performance management. Its administration is a scientific method employed to enhance overall organizational performance via developing singular persons and groups. Its analogy is to promote better outcomes through; using experienced staff, at set scope and timelines, with specified goals (Armstrong, 2006). The implementation of performance contracting by authorities internationally results from its ability of enunciating perfect descriptions of purposes (Kobia and Mohammed, 2006). The technique of performance contracting was developed in 1960 in France prior to spreading to Pakistan and India (OECD, 1997). Consequently, African countries like Benin, Kenya, Nigeria, Mali, Burundi, Cape Verde, and Tunisia

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adopted the technique. In South and North America, the technique was adopted by Mexico, America, Chile, Canada, Venezuela, Colombia, and Brazil (Ochieng, 2010). Performance contracting tool was originally adopted by non-government entities in management but has also been used in public sector (Lin and Lee, 2011). The private sector has limited resources and wanted and to utilize it they had to innovate as to realise efficient performance. Overall enhancement of functioning is critical to ensuring the control of performance. This should be considered in order to maintain maximal performance throughout (Muchiti and Gachunga, 2015). The authors further note that poor performance is a possible consequence of mismanagement, inefficient plans and ineffective control.

The Kenyan Government appreciates that the government institutions have demonstrated inadequate performance over time, particularly the utilization of public resources, which has impeded the achievement of economic improvement sustainably (Government of Kenya, 2010). Provision of inadequate or ineffective services impacts not only on the quality of life of citizens but also the advancement of national development. As indicated by a Government of Kenya, (2010) policy paper, the department responsible for managing overall performance contracts is known as the Control Contract System, which falls under the purview of the control technology expertise. It involves an agreement between the state and corporations, as outlined by Hope (2013). Parida, Kumar, Galar and Stenstrom (2015) argue that there are multiple ways to assess performance management, including but not limited to performance contracting, balanced scorecard, performance prism, and performance matrix.

The objective of each county in Kenya is to guarantee the provision of services to its residents. To assess an employee's effectiveness, counties often evaluate productivity in delivering high-quality services and motivate them to perform well in assigned duties. As a means of measuring an employee's level of service delivery, contracting is utilized as a tool. As noted by Mauya (2015), evaluations of job promotions, bonuses, and career advancements are based on the quality of service provided. According to **Wagana and Karanja (2017)**, Kenya's public sector has a long-standing issue of inadequate performance, particularly when it comes to utilization of communal properties and wealth. This has hampered the goals achievement and affected the country's economic output. The factors contributing to the subpar performance consist of excessive regulations and controls, ineffective leadership and management, political influence, mismanagement, overstaffing, and non-performing employees, all of which lead to insufficient service delivery. To address these challenges, the Kenyan government introduced Performance Contracting (PC) through the economic recovery strategy as a means of improving the functioning of state agencies and promoting economic development. Over the years, various reforms have been implemented to redesign the public sector's operations and enhance its performance (Musa, 2017).

Service Delivery

Service delivery is a combination of varied processes of performance administration within the state, circulation of information and human rights pursuit (Shaver, 2006).

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According to Besley and Ghatak (2007), increase in the level of education among the general population has resulted in a more assertive and discerning citizenry that expects improved services and transparency from their local governments. The authors contend that rapid growth of industrialization and urbanization has created a challenging situation for local governments. The authors also argue that governments are confronted with the project of enhancing carrier shipping even as the usage of fewer sources to render services to residents. Some countries such as Ghana, Nigeria, and Gambia have implemented performance contracting as a solution (Kobia and Mohammed, 2016). Munuvi and Doctos (2011) argue that deficient service delivery by public institutions has led to the introduction of new public sector reforms to address the issues. Mayaka (2019) established that access to essential services like healthcare, education, and water was linked to factors such as education, income, and household size. Consequently, there are set out expectations for the successful achievement of plans following the adoption of the 2008/2009 performance contract. According to Mburu, Koome, and Gichuhi (2020) increased citizen participation has been linked to enhancements in service delivery, particularly in the domains of water and sanitation.

In Kenya, the county governments' major focus is to minimize the Citizen's service perception role by continuously intending to deliver set expectations. Devolution has led to increased community involvement in the planning and delivery of healthcare services, which has enhanced service delivery. Despite the positive impact of devolution on service delivery, there are still challenges that need to be addressed. A significant hurdle is the county governments' ability to efficiently manage and provide services as observed by Oruku and Ndungu (2009). Providers of shipping in counties exact the delivery of public goods and carrier authorized by the state (Government of Kenya, 2010). Improved practices for service provision are expected to facilitate powerful carrier delivery (Government of Kenya, 2012). As a result, contentment of its citizens increases, transit costs declines and popularity of state improves (Government of Kenya, 2012). In the devolution system, the participation of the state and various groups is proposed to be effective as a means of improving transportation (Musa 2012). Additionally, devolution eliminates. Proponents of decentralization of government services argue that it shapes direction and increase the responsiveness of officials (Hooda, 2016). According to Mulupi (2018), devolution in the counties has led to increased investment in health infrastructure, equipment, and human resources, which has improved access to healthcare services. Keats, Macharia, Singh, Akseer, Ravishankar, Ngugi, Bhutta, (2018) study findings indicated that service delivery in health sector, especially in the domains of immunization has witnessed improvements as a result of devolution. According to Muriithi, and Waithaka (2019), county governments have insufficient capacity to manage and deliver services adequately, particularly in the fields procurement, management of finance and human capital.

Service providers endeavour to attract and maintain customers by delivering quality service (Ravald, 2011). The inquiry on services provided and positive results describes the responsiveness in service delivery (Munuvi and Doctos, (2011). Governments endeavour to provide satisfactory service to its citizens (Government of Kenya, 2012). There are

Published by the European Centre for Research Training and Development UK reforms initiated by governments to enhance accessibility to services by its citizens (Government of Kenya, 2013). The companies can retain customers by ensuring that service meets the required standards hence sustainable profitability (Kingoo, 2013). The Author notes that, in service delivery the public sector treats its clients as customers. When customers are satisfied, service delivery is at optimal point Musa (2017). The accessibility to service is achieved when a clients are able to find what they want (Nyamu, 2017). Customers' feedback provides information on the areas that need improvement and services that require modification (Ndirangu and Gachiuri, 2018). In regard to accountability in service delivery most key performance indicators are inputs, outputs, and outcomes, and less on institutional factors that influence service delivery Mwaura, Yaanga, and Ruto (2018). Service quality, waiting time, and price are the most significant factors that influence customer satisfaction (Mustafa, 2018). The quality of service is directly proportional to customer loyalty and satisfaction (Njeru, Cheruiyot and Maru 2019). Customer feedback is essential in improving service quality and increasing customer satisfaction. However, banks need to develop effective mechanisms for collecting, analysing, and using feedback to improve service delivery (Kibet 2019).

Performance Contracting Strategy

Globally there is a pattern of performance management that has been enhanced by an expansion of knowledge and human rights (Shaver, 2006; United Nations, 2007). Most the Organization for Economic Cooperation and Development (OECD) countries implement performance contract when governing the community (Obong'o, 2009). Asian countries that has implemented the technique are India, China, Korea, Sri Lanka, Bangladesh and Pakistan (Obong'o, 2009). Global perspective of performance contract can be traced in Europe, Latin America, Asia, and Africa. Oruku and Ndung'u (2009), observe that challenges faced by Governments while improving service delivery include inadequate resources. Gakere (2013) observes that globally, performance contract is practised in Sri Lanka, Colombia, China, Korea, Brazil, Bangladesh, Mexico, U.S.A, Latin America, and Chil.

A number of African nations are struggling with insufficient public service delivery and have called for significant changes to the public sectors to address the issues. To better serve the citizens, countries such as Gambia, Kenya, Ghana, and Nigeria implemented performance contracting in 2005 (Kobia and Mohammed, 2006). In Africa, it is employed in selected ventures including Benin and Burundi. In East Africa Community (EAC) (Nyamu, 2017), notes that the 2008/2009 performance contract set out specific targets for states to guarantee attainment of stipulated goals.

In Kenya, performance contracting began in the 1990, as per Cabinet Memoranda No. CAB (90) 35 (Kobia and Mohammed, 2006). The Government Of Kenya Policy Paper on performance contracting of 2005 shows that overall performance contracts belong to a department of control technological know-how which is called control contract. The idea stemmed from overall performance which is the fulfilment of set objectives (Armstrong, 2006). The recent 2003 administration implemented a performance contracting system to

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address the situation (World Bank, 2011). Insufficient public performance in Kenya continually hampers economic growth (Osoro, 2016). This was the conception of the performance contracting paradigm and was designed to reform the entire public service delivery to achieve positive results. The system was predicted to reignite the religion of residents and different worldwide stakeholders in government services (Nyamu, 2017).

Poor public performance consistently hinders the achievement of sustained economic development (Muthaura, 2017) further, evaluation of performance is necessary toward the enhancement of valuable service and better management decision-making. Additional elements leading to this include inadequate resources, stringent rules and inadequate management (Government of Kenya, 2013). It comprises; conducting one's responsibilities to achieve the stipulated goals. It is also referred to as an organization's competence to attain set objectives using given resources effectively and efficiently (Daft, 2017). Soile-Balogun, (2017) identifies several variables that leads to inadequate performance, which include over regulations and controls, meddling by politicians', inadequate supervision, misuse of resources and unclear vision. It aids in action based on proper target setting, evaluation and management (Suresh, 2017). There is increased urge to quantify the result of operational strategy and strategic management (Flammer and Bansal, 2017). In most countries, balanced scorecard is applied to determine performance (Suresh, (2017). Governments on realization of this scenario adopted to performance contracting to control the issues at hand. Efforts have been made to increase efficiency through accountability measures, such as performance-based contracts (Mutai and Aila 2018). According to Ndirangu and Gachiuri, 2018) performance contracts evolved from the awareness of inadequate performance within public service.

Performance measures are categorized in the view of financial, results, impact, response, and timelines (Armstrong, 2006). Prowse and Prowse, (2009), argue that dedicated personnel generally match company objectives to character goals as a consequence minimizing discrepancies that could obstruct achievement of desires targets. Mbugua (2010) argues that a memorandum of understanding coupled by continuous assessment ensures the comprehensive betterment of performance management. Commitment leads to improved performance and enhanced work ethics which make employee to continue working in an organization (Ismail, 2012). Anderson, (2015) views organizational commitment to be demonstrated when staff last longer in a company as they develop entitlement, and feel they have nowhere to go. Wanene (2016) asserts that performance contracts are basic components of New Public Management (NPM) which is aimed at enhancing democratic leadership and reduce stifling bureaucratic processes within the public sector. Consequently, performance contract was a reform agenda on account of declining Public sector below the expectations of the Public (Suresh, 2017). Kirkland (2017) argues that organizational commitment is an inspiration that commits an individual to institution's objectives. It is the level to which an employee develops a sense of feeling of attachment and allegiance to the employer (Kirkland, 2017). Therefore, employees who are highly committed are likely to work longer time and actively participate in acquiring organization-specific skills and knowledge that are crucial in achieving the organization's goals in service delivery (Zhou, Fan, and Son, 2019)

According to Salih (2012), Communicate is deeply related with strategic consensus, further every person within the organisation ought to understand the path the organization goes and what the goals are. As well they need to realize the imaginative and prescient, hence the suitable kingdom. Communication is the basis of agreement. Proper control ensures communication takes place within all sections of the organizational structure to enable effective implementation of functions. Chepkoskei (2012) acknowledges the demand for vertical communication as a way of developing shared goals within the workforce. Pucer, Trobec, and Zvanut, (2014) argues that effective communication skills are fundamental successes in many aspects of life. Posey (2015) defines it as the expression of one's ideas and thoughts. To attain the County's most important aim of powerful carrier shipping, its personnel need to judiciously make use of effective communicate capabilities (Kim, Eisenberger, and Baik, 2016). The researchers argue that Powerful communication competencies is an extended way in shaping the organizational culture that Bomet County in Kenya is trying to build. Powerful communication is the pillar of cooperation, collaboration, and productivity in the county and as argued by Kim, Eisenberger and Warner, (2016) the query therein for every employee is - do your conversation habits and attitudes sell or hinder service delivery (Kim, Eisenberger and Warner, 2016). All workplace requires good communication skills. Effective communication is a critical interpersonal skill sought by potential employers, and by learning how we can improve our communication, many people benefit. Effective communication encourages co-habitation (Morreale, Valenzano, and Bauer, 2017). Attwell, Ward, and Tomkinson, (2021) describes communication as a meaningful mutual interaction.

Statement of the Problem

Service delivery in Kenyan public sector confronted with many challenges such as low customer satisfaction, poor accessibility to service, lack of responsiveness and no record of customer feedback. In 2005, the Kenyan government implemented a performance contracting system to address shortcomings in the provision of services (Bomett, 2015; Kobia and Mohammed, 2006). Previous studies have primarily focused on two areas related to performance contracting in government agencies in Kenya related to factors affecting implementation (Langat, 2006; Gathai, 2012; Muriu, 2015; Muraguri and Wagoki, 2016) and the factors affecting organizational performance (Barratt-Pugh, Bahn, and Gakere, 2013; Kago, 2014; Nguthuri, Maringa, and George, 2013; Omondi, 2015). Nyamu (2017) studied the effects of performance contracting on organizational efficiency and staff motivation at the Kenya Tourism Board, Shiwa (2014) conducted a study on a Tanzanian Petroleum Company to investigate the influence of contract management on contractors' performance, while Suresh (2017) examined whether performance contracting increases work output in a case study on the Ghana Government to examine whether performance contracting increases work output. There is scarce literature on how performance contracting affects service provision in the Bomet County Government since its implementation in 2013. There was need to investigate the effects of performance contracting on service provision in the region.

Objectives of the Study

3.1 To investigate the effect of performance measurement on service delivery in the County Government of Bomet, Kenya

3.2. To look into the effect of effective communication on service delivery in the County Government of Bomet, Kenya

LITERATURE REVIEW

Review of existing literature was carried on the following variables

Performance Measurement Strategy and Service Delivery

Performance measurement has been highlighted by many studies to be implemented in Public institutions. Gathai (2012) researched on the elements that influencing the adoption of performance contracts in State agencies. The findings showed that performance measures are good ways of refining processes within company. Additionally, workers receive feedback on performance and performance measures. In the current study the focus was on were service accountability, customer satisfaction, accessibility, responsiveness and customer feedback. Nyaigo, Omari, Onyango and Yobe (2013) conducted an investigation to assess the effectiveness of performance contracting at the Ministry of Housing. The research outcome indicated that the execution of performance contract had a positive effect on operational efficiency of the ministry. The findings indicated that performance contract had a great on service delivery. This tallies with the conclusion of Singh's (2015) research, which observed that performance contract leads to growth and improved service delivery in state corporations and government agencies. The current study focused on performance measurement on service delivery.

Jing, Ismail, Yee, Shafiei, and Wai, (2019). studied-on factors affecting implementation of suitable human resource management in Europe. Results showed that employee performance management can be achieved through a number of processes such as business performance management, customer relationship management, risk management human capital management. The study covered critical role of performance measurement in a centralized structure of government. The objective of the present study was on how performance measurement affects service delivery in a devolved structure of governance.

Effective Communication Strategy and Service Delivery

The research conducted by Muller and Turner, (2005) indicated that technology influenced corporate communication practices in the US, creating various avenues for organizations to interact with customers. The study findings showed that communication between corporations and customers had shifted from unidirectional announcements made by anonymous managers to real-time dialogues. Muller and Turner's (2005) research concentrated on the private organizations focusing on customers and profit. The present

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study was carried out in a public institution focusing on citizens and service delivery in Bomet county government in Kenya. Mwakodi (2014) studied on public relations status survey in Kenya. The findings indicated that the top-rated public relation competencies such as writing skills, the right attitude, the ability to communicate publicly and self-initiative are required in an organisation. The study concentrated on public relation while in the present study the focus was on effective communication strategy.

Udegbe (2012) focused on tested results of business conversation on overall company performance in Nigerian businesses, using survey method on 100 small and massive providers and manufacturing corporations operating in the Nigerian state of Lagos. It was concluded that powerful enterprise conversation is done to a reasonable quantity inside businesses. Research was on tested functions of effective communication on company functioning. Outcomes showed that effective communication had notable effect on company performance as demonstrated by the mean (mean of 4.29) on timely communication by the office of the governor and county assembly which leads to citizens' satisfaction.

Chidiebere (2015) examined functions of effective communication on company output at Nnamdi Azikiwe College, Nigeria. The research established that effective verbal exchange develops effective and green control of personnel in an organisation. The current study focused on the effect of effective communication strategies on service delivery. Bery, Otieno, Waiganjo, and Njeru (2015) carried out a study in Kenya's horticulture sector to examine the influence of employee communication on organizational performance. In the study it was recommended that organizations should create efficient communication strategies to ensure clients receive precise information. The findings revealed that effective communication can have a substantial effect on an organization's cumulative performance. However, the current research's results suggested that timely information about projects was crucial for enhancing citizen satisfaction in service delivery.

METHODOLOGY

This study employed descriptive and explanatory research designs were used. The study targeted a population of 260, comprised of Chief Executive Members, Directors, Chief Officers and of department heads. A total of 78 respondents was selected through stratified sampling technique. Data questionnaire was used to collect data whose validity and reliability were determined.

RESULTS AND DISCUSSION

The findings are discussed as indicated below.

Table 1: Performance Measurement strategy and service delivery

Indicator	1.0	2.0	3.0	4.0	5.0	Mean	Standard Deviation
	Strongly disagree	Disagree	Neutral	Agree	Strongly Disagree		
Achievable targets that have been set	3.2	7.9	14.3	28.6	46.0	4.06	1.10
The county government of Bomet has targets that are attainable	7.9	11.1	23.8	31.7	25.4	3.56	1.21
Performance evaluation is carried out in the county government of Bomet for prioritization of projects	3.2	15.9	15.9	31.7	33.3	3.76	1.16
Performance evaluation has influence on project completion time	1.6	7.9	14.3	31.7	44.4	4.10	1.02
Performance evaluation in form of scorecard is used to ensure continuous prioritization of projects	7.9	27.0	19.0	22.2	23.8	3.27	1.30
Performance feedback mechanisms affects timely completion of projects	11.1	28.6	3.2	27.0	30.2	3.37	1.44
Performance measurement strategy affect service delivery	1.6	11.1	23.8	34.9	28.6	3.78	1.03
Average	5.2	15.6	16.3	29.7	33.1	3.70	1.18

Source: Research Data (2022)

It was established that achievable targets were set (mean of 4.06) which led to slight variation (standard deviation 1.10). The study findings showed that targets are somewhat attainable (mean of 3.56) and there was slight variation (standard deviation of 1.21). Performance evaluation is carried out for prioritization of projects is satisfactory (mean 3.76) translating to slight variation (standard deviation 1.16). Performance evaluation greatly influences completion time (mean of 4.10). Completion time varied slightly (standard deviation of 1.02). Performance evaluation in form of scorecard is used to ensure continuous prioritization of projects (mean of 3.27). However, there was little variation (standard deviation of 1.30). Performance feedback mechanisms moderately affect timely completion of projects (mean of 3.37). Variation in completion of projects changed slightly (standard deviation of 1.44). Performance measurement strategy somewhat affect

Published by the European Centre for Research Training and Development UK service delivery (mean of 3.78). Slight variation in service delivery was observed. The results of the study are consistent with the argument advanced by Mohamed, Ibrahim, and Hassan (2019), who argues that in order to achieve effective contract control, the county government must consistently monitor, evaluate, and refine the processes of service delivery with an aim of making it more efficient.

Table 2: Effective Communication strategy and service delivery

Indicator	Strongly disagree	Disagree	Neutral	Agree	Strongly Disagree	Mean	Standard Deviation
The office of the governor and the county assembly of Bomet County provides timely communication which leads to citizens' satisfaction	1.6	3.2	9.5	36.5	49.2	4.29	0.88
The executive of Bomet County provides timely communication which leads to citizens' satisfaction	1.6	6.3	14.3	33.3	44.4	4.13	0.98
Timely communication affects satisfaction among citizens of Bomet County	1.6	1.6	15.9	42.9	38.1	4.14	0.85
The information on projects given by the County Government of Bomet is useful	1.6	7.9	9.5	38.1	42.9	4.13	0.98
The information given on settlement of bills by the County Government of Bomet is accurate	3.2	4.8	14.3	46.0	31.7	3.98	0.97
Encouraging ensures mutual understanding	1.6	4.8	11.1	47.6	34.9	4.10	0.89
Effective communication strategy is significant in service delivery	0.0	6.3	14.3	34.9	44.4	4.18	0.90
Average	1.6	5.0	12.7	39.9	40.8	4.1	0.9

Source: Research Data (2022)

This study outcomes demonstrates that timely communication by the office of the governor and county assembly leads to citizens' satisfaction (mean 4.29) though variation was negligible (standard deviation 0.88). Timely communication by executive affects satisfaction among citizens of Bomet County in Kenya (mean 4.13). Nonetheless, there was slight variation in satisfaction (standard deviation 0.98). Timely communication affects satisfaction among citizens of Bomet County in Kenya (mean 4.14) which varied slightly (standard deviation 0.85). The information on projects given by the County Government of Bomet is useful (mean 4.13). However, there was little variation (standard deviation 0.98). The information given on settlement of bills by the County Government of Bomet in Kenya is accurate (mean of 3.98) though variation was low (standard of deviation 0.97). Encouraging feedback ensures mutual understanding (mean 4.10). Nonetheless there was slight variation (standard deviation 0.89). Effective communication strategy is significant in service delivery (mean of 4.18) therefore no much variation (standard deviation 0.90). These findings concurred with the conclusion of Omboi and Kariuki (2011) whose mean was 0.41, the respondents acknowledged their engagement in

Published by the European Centre for Research Training and Development UK establishment of performance contract targets. Moreover, Kinanga and Partoip (2013) in their research concluded that performance-based module introduction positively changed the achievement of targets.

Table 3: Service Delivery

Indicator	Strongly disagree	Disagree	Neutral	Agree	Strongly Disagree	Mean	Standard Deviation
Timely settlement of bills indicates efficient service delivery	1.6	3.2	4.8	15.9	74.6	4.59	0.85
Prioritization of projects is a good indicator of service delivery	0.0	1.6	3.2	4.8	90.5	4.84	0.54
Timely completion and prioritization of projects shows good level of service delivery	3.2	3.2	0.0	17.5	76.2	4.60	0.90
Service delivery is manifested in citizens' satisfaction	3.2	3.2	3.2	15.9	74.6	4.56	0.94
Performance contracting has led to increased service delivery	1.6	6.3	1.6	31.7	58.7	4.40	0.92
Average	1.9	3.5	2.5	17.1	74.9	4.6	0.8

Source: Research Data (2022)

The study established that Timely settlement of bills indicates efficient service delivery (mean 4.84) but variation was negligible (standard deviation 0.54). Prioritization of projects is a good indicator of service delivery (mean 4.84). However, little variation (standard deviation 0.54) was observed. Timely completion and prioritization of projects shows good level of service delivery (mean of 4.60), slightly low variation (standard deviation 0.90). Service delivery manifest in citizens' satisfaction (mean 4.56). Nonetheless, there was a slight variation (standard deviation 0.94). Performance contracting has led to increased service delivery (mean 4.40), slight variation (standard deviation 0.92).

These findings are coherent with the conclusion of a research conducted by Okwemba, and Njuguna (2021) and Wanjiru (2016) who discovered that strategy evaluation significantly impacts on organizational performance in regard to direction, maintaining alignment with the organizational vision, and streamlining operations towards specific objectives.

Table 4: Analysis of Variance on Performance Measurement strategy using SPSS version 23

Model ⁵	Sum ⁵ of ⁵ Squares ⁵	df ⁵	Mean ⁵ Square ⁵	F ⁵	Sig. ⁵
Regression ⁵	1.053	1	1.053	11.08	.000 ^b
Residual ⁵	2.459	26	.095		
Total	3.512	29			

Source: Research data (2022)

F-value was 11.08, p-value was 0.00, which is less than the 0.05 hence performance measurement Strategy showed a significant effect on the Service Delivery tested at 5 % level of significance

Table 5: Analysis of variance on Effective Communication strategy using SPSS version 25

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.766	1	0.766	2.914	0.090 ^b
	Residual	46.533	177	0.263		
	Total	47.299	178			

Source; Survey data (2022)

F- value was 2.914, P value of 0.090 was obtained which is more than 0.05 hence effective Communication strategy showed insignificant tested at 5% level of significance.

Table 6 : Analysis of coefficients using SPSS Version 25

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.a
		B	Std. Error	Beta	t	
1	(Constant)	.367	.252		1.456	.151
	Performance Measurement strategy	-.725	.105	-1.032	-6.912	.000
	Effective Communication strategy	.911	.202	1.017	4.513	.000

The regression model that has been adjusted using the data presented in the above table can be expressed as follows.

$$Y=0.367+-0.725x + 0.911x$$

The level of service delivery is by 0.367 units given that all the variables are held constant. A unit change in performance measurement strategy results in decline in 0.725 units in service delivery holding the other variable constant. A unit change in effective communication strategy translates to 0.911 unit changes in service delivery holding other variable constant.

CONTRIBUTIONS

The study findings are useful to national and county governments in Kenya in regard to performance measurement and communication for service delivery. The study results guide policy formulation processes. The results assist academicians and future investigators in learning more about the subject of research. It provides literature for further scholars. The study findings provide guidance to public institutions on how to design effective performance contracts and develop performance indicators that accurately measure service delivery

CONCLUSION

The performance measurement strategy had a negative effect on service delivery, implying that an increase in the performance measurement strategy led to a decrease in service delivery. The statistical test established that the performance measurement strategy was not significant at 5% level of significance. Effectiveness in communication strategy had an effect on service delivery. Communication strategies result in an increase in service delivery

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