ASSESSMENT OF RBM IN THE PUBLIC STATE DEPARTMENT OF PUBLIC SERVICE IN KENYA

BY

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A research project submitted in partial fulfillment for the award of Master of Art degree in Monitoring and Evaluation of Population Development, Population Studies and Research Institute of the University of Nairobi.

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DECLARATION

I present this work as my own work that has never been presented in any other institution for academic purposes

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Signature: Date: 1st December, 2020

This project is submitted for the award of the degree of Master of Arts in Monitoring and Evaluation of Population Development, Population Studies and Research Institute with my approval as university supervisor.

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DEDICATION

This work is dedicated to my husband (Elly Kyalo), my caring and always supportive parents (Serah Mwendwa and Julius Mwendwa), My Son (Paulsen Kyalo Jr.), my sisters (Peace, Ruth and Judy) for their love, encouragement, and support throughout the academic journey.

ACKNOWLEDGEMENT

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ACRONYMS AND ABBREVIATIONS

RBM	Results-Based Management
ToC	Theory of Change
APA	American Psychological Association
MBO	Management by Objectives
TOM	Total Quality Management
OECD	Organization of Economic Cooperation and Development
DANIDA	Danish International Development Agency
UN	United Nation
UNESCO	United Nation Educational, Scientific and Cultural Organization
AFB	Adaptation Fund Board
UNDP	United Nations Development Plan
RBME	Results Based Management Evaluation
UNJIU	United Nations Joint Inspection Unit
M & E	Monitoring and Evaluation
NPM	New Performance Measurement
RRI	Rapid Results Initiatives
PMS	Performance Measurement System
UK	United Kingdom
HPWPS	High Performance Work Practices
CEO	Chief Executive Officer
HR	Human Resource
NSSF	National Social and Security Fund
IEBC	Independent Electoral and Boundaries Commission
ISO	International Organization for Standardization

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ABSTRACT

Results Based Management (RBM) approach is a key integrative strategy and tool, connecting employees' goals and responsibilities to the objectives of the organization, and merging major interventions such as rewards, appraisal and general delivery of service and organizational performance thereby facilitating strategic fit. The general objective of the study is to assess the RBM implementation in the Kenyan Public institutions and establish the challenges experienced at the Kenyan Public Service when implementing RBM. The study used primary data collected from public service employee using open ended questionnaire and used descriptive statistics to analyze it. Using SPSS statistics data editor, the data was manipulated for ease of interpretation.

The key findings of the study indicated that individual factors, government policy, organizational culture and top management effectiveness have significant and strong effect on RBM in the Kenya Public Service. Study recommends that state organizations ought to ensure that they have support mechanisms which ensures the implementation of RBM such as internal processes and activities which will support and guide effective implementation, application, performance measurement of management systems. It also ought to create a culture, come up with more effective strategies that support the implementation of RBM systems by embracing an administrative culture.

CHAPTER ONE: INTRODUCTION

1**.1 Background to the Study**

Performance management has been embraced by organizations (including government departments) to attain operational effectiveness. There are several phenomena embraced under performance management including result-based management. Otwori (2013) describes RBM (result-based management) as a shift from the concentration on processes to focusing on the results the citizens (targeted clients) demand without compromising on the rules, quality and regulations. RBM embraces principles that envision citizen-centered service delivery, results –oriented, accountability and transparency, horizontal integration of services and performance measurement. The Kenyan Public Sector has focused on a series of major RBM initiative since 2002 to help achieve its medium- and long-term goals. Korir, Rotich and Bengat (2015) define public service as a "body of civil servants that are neither judicial nor political. "The RBM is supposed to overcome the "activity trap" that compromises the service delivery as expected from the demand side citizens). RBM should not be turned bureaucratic as it aims at improving service delivery. It should be a special management approach aimed at achieving the desired results.

The Kenyan government agencies have experienced challenges in identifying the right channels to implementing RBM initiatives. Njoki (2011) argues that the implemented waves of RBM initiatives had mixed outcomes with some government agencies achieving long-term benefits. Staff perceptions, attitudes, organizational culture and management styles have been cited as possible facilitators or barriers towards achieving RBM outcomes. The government agencies have favored some initiatives with others being sidelined according to Njoki (2011), a concept that this study wants to establish the most preferred RBM initiative among the government agencies.

Many public institutions have tried or adopted RBM despite the dissatisfaction of targeted beneficiaries, the public. A study on public management reform in Malaysia focused on the government's shift towards result-based management in human resource management and budgeting. The study by Alam (2010) identified some challenges, constraints, as well as the extent to which the values of result-based management were adopted in Malaysia. The data was mainly secondary focusing on the reform initiatives that differentiated practices and policies in terms of actual implementation. The findings indicated that the implementation of RBM was far from being satisfactory despite implementing some budgetary and personnel management reforms. It further shows that organizational culture, perceptions of staff, and lack of changes on the staffing were some of the issues that could be negatively influence RBM implementation.

Many organizations face challenges of monitoring and measuring results for their service delivery. Some RBM implementation methods include designing objectives (results), selection of indicators that gauge progress towards the formulated objectives, reviewing, analyzing and reporting on the actual results as compared to the set targets. Njoki (2011) indicates that RBM implementation requires a change in management culture, a pre-requisite to for successful implementation of performance management practices. RBM should focus on how the organizations operate and aim at improving service delivery for the citizens. Institutions focusing on RBM initiatives should aim at improving service delivery, efficiency, management effectiveness as well as accountability. Njoki (2011) thus argues that many government organizations encountered challenges when implementing RBM initiatives and lack of departmental collaborations was a strong barrier.

Resistance to change as well as inadequacy of piecemeal changes was some of the identified challenges that the Ministry of Immigration and Registration of Persons experienced.

1.2 Problem Statement

Organizations have had challenges in selecting the best approach to measure their performance due to presence of several performance management system (PMS) models present. The adoption and implementation of result-based management (RBM) is relatively new to many organizations in Kenya, including at the University of Nairobi. RBM has been implemented successfully in majority of developed countries as well as some few developing countries. Among the RBM models commonly used include the integrated RBM system that embraces several components of a project implementation process from inception to completion. Since the RBM approach is relatively new in Kenya, the study seeks to assess the implementation of RBM in the public state department institutions offering services to the citizens in Kenya and also the challenges that might be experienced during its implementation.

1.3 Research questions

The study was informed by the following research questions;

1. To what extent does the implementation strategy influence the implementation and RBM in the Public Service of Kenya?

2. What challenges have been experienced implementing RBM in the Kenyan Public Service?

1.4   Research Objectives

The study's primary objective was to explore the factors and challenges of implementing results-based management in Public sector in Kenya.

Specifically, the study sought;

1. To assess the factors that influence or affect implementation of RBM in the public service sector in country.

2. To establish the challenges experienced at the Kenyan Public Service when implementing RBM

1.5   Justification of study

The study is expected to benefit many stakeholders including the government agencies, ministries, scholars, and other stakeholders. It will help Kenyan government agencies to integrate monitoring and evaluation as a planning, implementing, measuring, reviewing, and learning tool. It will help monitor results and performance based on results and logical framework to measure impact through evaluation. Kenyan Public service will know the factors, challenges and benefits accrued from implementing RBM as an M&E element and areas to focus on to improve the service delivery. The findings of the study can benefit government institutions like ministries to better service delivery to the people. Scholars will benefit as the study will add to existing literature thus expanding to the scholarly pool. Researchers will be able to use the information on this work to identify and research on RBM gaps identified. The research is also expected to assess the benefits accrued from the RBM implementation.

CHAPTER TWO: LITERATURE REVIEW

2.1   Introduction

This chapter discussed the relevant theoretical and empirical literature related to the study. The core objective of the paper was to assess the implementation and performance of results-based management in governmental organizations in Kenya with a focus on public service. It addresses empirical literature covering the factors that have been identified by other scholars or studies on the topic of results-based management. The chapter also addresses the studies on the challenges and facilitators of RBM among government agencies. Theories related to the topic are also addressed in detail as well as the conceptual framework associated with the study variables.

2.2   Theoretical Literature

The study seeks to use three theories to help explain how the study variables interact. The theories used include the theory of change as applied in monitoring and evaluation of public programs, the McKinsey 7-S model and the Lewin's change management model. Three theories can help in explaining the factors prominently influencing RBM implementation in Kenya's public service.

2.2.1   Theory of Change

This theory is mostly applied by organization to enable planning, participation as well as evaluation processes for government and non-governmental programs (Mayne, 2015). The theory embraces long-term goals and mapping of strategies that lead to the final outcome of the desired program goals. It helps in explaining the process of change through outlining the causal links to a program or an initiative (Rogers, 2014). The theory focuses on the stakeholders for their contribution to the success of an initiated program. The theory of change evolved during the mid-1990s when organizations needed motivation to their programs and initiatives, seeking to establish

political and social changes. It gives a comprehensive description of why and how a desired change can be achieved in a specific context. It fits well in an Outcomes Framework where the outcomes, the goals and the inputs are graphically linked.

During the formative years of the theory of change (early 1990s), the proponents of the theory like Anne Kubisch focused on three quality control criteria which included plausibility, feasibility, and testability (Biggs et al., 2017). Plausibility explains the logic of the outcomes pathway where it tries to explain whether the outcomes are within the expected order, whether they make sense, and if they are sufficient enough to achieve the long-term outcomes and the expected impacts. Feasibility in the theory of change refers to the extent of how realistic the program path is in achieving the long-term outcomes, as well as impacts. Feasibility also seeks to answer whether the organization has adequate resources to achieve its programs. The testability measure is determined by how the indicators are implemented, measured and adjusted. The indicators need to be sound, solid as well as measurable. The success of the theory of change lies in its ability to measure achieved impact. Theory of change can be complemented by the Results Framework, Scorecard and Outcome Pathway as measures to achieve desired outcomes (Rogers, 2014).

Implementation of the theory of change occurs through activation and actualization of six stages that include identifying the long-term goals within an organization, performing backwards mapping to help connect the requirements and preconditions necessary for achieving the expected goals, and then identifying the basic assumptions about the context of the program (Biggs et al., 2017). Interventions then need to be established to help the initiative perform its desired goals. The other stage is to develop indicators that can help measure the outcomes needed for assessing the

performance of the program. The final stage of implementing the theory of change occurs when a narrative is written to help explain the logic of the program. The theory of change can thus be associated with the study as it expounds on the factors that could influence implementation of result-based management in an organization.

2.2.2 Lewin's Change Management Model

The Lewin's mode (Figure 2.1) for change management is among the most popular approaches to changing organizational culture and bringing about change as expected or planned in an organization. The model is easy to use and shows three main stages needed to facilitate change. According to Hossan (2015), organizations intending to embrace change or implement programs that are associated with the human resources (employees/staff) need to embrace the stages which include unfreezing, making changes and then refreezing. Cummings, Bridgman and Brown (2016) stated that when unfreezing of the organization processes and staff perceptions, the management needs to change the approaches of doing things at every level.

The theory holds that perceptions of staff, the organizational culture, and the stakeholders are among the major factors influencing or deterring change. The Lewin's model focuses on human interactions as a source of motivation or otherwise in implementing organizational goals (Hussain et al., 2016). A firm's management needs to eliminate existing bias as well as the commonly accepted mistakes in handling changes. The model discourages initiating sudden change which might lead to resentment as opposed to the expected collaboration among the staff. Second stage is for making the changes where changes are made (Wojciechowski et al., 2016). Communication, education (frequent trainings), and support from the management is viewed as of importance in

realizing the changes needed at an organization. The theory asserts that education at this level of change is critical as it prepares the staff for the change, the required changes and expected behavior change from the staff. The proponents of the theory argued that learning was more witnessed if it was more active than passive, thus creating a need for participation of all the stakeholders in the change process (Wojciechowski et al., 2016). The theory also holds that frequent communication is a major component of change that should be used whenever a change needs to be achieved.
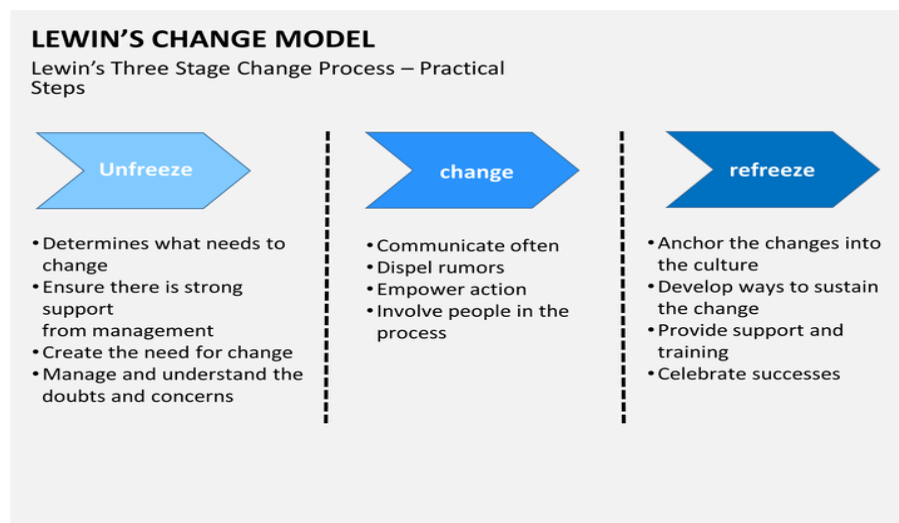
Figure 2.1: Lewin's change model
Source: Mulholland (2017).

Once the needed information or changes have been taught to the new team, then refreezing process can take place. After change has been adopted, old habits need not to resurface as they will compromise the change process undertaken. The other two critical factors after the refreezing process include acting on the feedback and embracing the documentation process. The Lewin's

change management model is applicable to the study in that it points out some of the individual/group and organizational factors that need to focus to achieve the expected change.

2.2.3 McKinsey 7-S model

The model (figure2.2) focuses on analyzing why an organization is successful in making its change happen. The change management model by McKinsey focuses on the functions and areas an organization can focus on to improve and make anticipated changes (Mulholland, 2017). The seven S that an organization should focus on include the strategy, structure and the systems of an organization, which form the organizational culture established by the management and the staff. The other four S include shared values, style by employees and the staff, the human resources (staff) and the skills possessed by the employees (Mitchell, Fredendall, & Cantrell, 2015).

The strategy in an organization needs to be assessed to redraft the objectives and the goals when changes are needed. The structure needs to be fairly simple while reaching all the required sections of the organizations. Critical questions to be asked include how the company is structured to help achieving RBM or set goals, the hierarchy and whether it influences delivery of services, the management and dedication of the team, and how the team is organized to achieve the needed changes (Mulholland, 2017). Decision-making process has been termed as an influencing factor in change management where involvement of the other stakeholders is critical. Communication processes and channels are termed as essential elements in success of change management.

Business systems including regulations, official processes, and unofficial shortcuts need to be understood by employees and how to interact with them. Shared values might form an obstruction to change management especially when there is opposition to change and resistance mounted to

remain in comfort zones (Ravanfar, 2015). Company values, company culture, team culture, and implementation of the organizational culture are critical elements mentioned in the McKinsey's 7-S change management model (Mitchell, Fredendall, & Cantrell, 2015). Style focuses on the management of the departments and teams, in determining whether the team is cohesive and establishing the strengths the team possess. The staffs form an integral part of the human resources which influences the success of any change process. The expertise, skills, experience, and hiring practices influence how an organization succeeds in implementing its business objectives (Wojciechowski et a., 2016). Skills needed by the organization to implement change should be listed to allow searching for the best staff to push for the changes required.
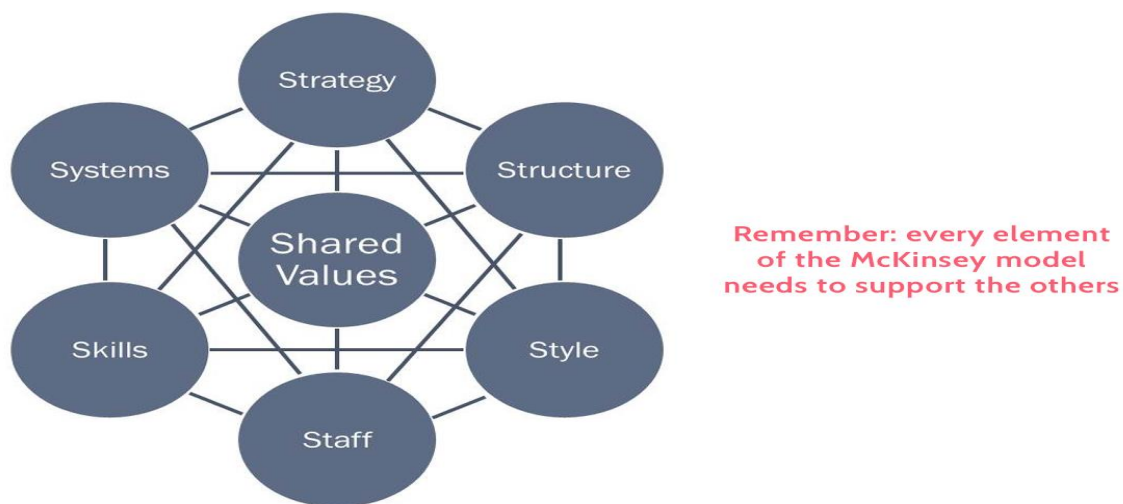
Figure 2.2: McKinsey's 7-S change model
Source: Mulholland (2017).

The model is applicable to the study as it focuses on the key components of an organizational management structures and functions. Remember the essence of the model is that all the seven

areas are interlinked and a change in one area necessitates change in the rest of the company for it to function successfully thus, continuous review of each area is very important.

2.3   Results Based Management

The concept of RBM can be dated back to the 1950s. Drucker (1954) introduced the concept of "Management by Objectives" (MBO) and its principles: passing of organizational goals and objectives, describing goals for each member of the organization, decision-making by participation, among others.

Several institutions and governments globally have also embraced the idea, some using different definitions. The earlier ideas and approaches mostly focused on outputs and gave little consideration on implementation processes and details. In an effort to deal with such shortcomings, management and planning mechanism, commonly referred to as logical framework, (log frame) was introduced in 1970s.This framework included among its logic model elements, the cause-and-effect relationship, which later metamorphosed into the basic model of the RBM (Thomas, 2006).

RBM is simply a shift from concentration on processes to focusing on results without compromising standards, quality, rules, and regulation. It reflects the way an organization applies methods and resources to undertake interventions to achieve commonly agreed results. It is designed to improve service delivery and strengthen management effectiveness, efficiency, and accountability. OECD (2010) stated that results are changes in a condition or state that emanate from a cause-and-effect association. From an intervention, change in output, outcome or impact

can be realized. According to DANIDA (2011), stated that RBM provides a structure gives management tools to strategically plan, help in resource allocation, manage risks associated with the plans and monitor and evaluate performance in organizations.

RBM aims to get rid of "activity trap," i.e., becoming so involved in the nitty-gritty of daily assignments that the ultimate purpose or objectives are forgotten. This problem is common in many organizations: activity/project/program managers often describe the expected results of their activity/project/program as "We provide policy advice to the Ministries of public service," "Wet coach reporters with the aim of promoting freedom of expression," "We study the field of freshwater management" etc., focusing more on the type of interventions undertaken rather than on the last changes that these interventions are supposed to induce, in relation to a certain group of beneficiaries (UN Bureau of Strategic Planning 2010 p. 5).

To successfully implement RBM, there are key factors that must be considered. First, there must be a clear conceptual framework, which a lot of institutions and organizations have recognized as key to providing vision and a vivid direction of the long-termgoals of most organizations. Secondly, it is equally important to align the goals of the organizations with the institutions programs by results fitting together the results of the programs to add up into major outcomes for the organization as a whole. Thirdly, to transit to results based management it is vital to account for the results from the programs. Therefore, harnessing the organization's resources to achieve its desired objectives, and demonstrating the linkage between resources and results, is essential for an effective RBM system.

Performance evaluation and monitoring are critical to the successful implementation of RBM. Performance evaluation and monitoring systems track and check whether actual results are being achieved as planned. Lastly, internalizing results-based management ensures that management and staff, at all 15 levels of the organization, are fully familiar with its concepts and conscious of its requirements in relation to their own work (Njoki 2011). There is a growing awareness among the organizations about the need for embracing knowledge management as a key management support tool, which can be used to reinforce and complement RBM since both have the ultimate goal of making organizations more effective, thus improving their performance (UN, 2004).

The RBM system is a top down approach with institutions wide priorities at the top of the process Col et al., (2006), opine that every subordinate sector determines predicted outcomes of its work to promote, in an accumulative way, to the attainment of the priority goals for the institution as a whole. This is to mean that the outcomes at the bottom level are summed up to next level, up to the top most level leading to the attainment of the whole system.

Similarly, Thomas (2006) asserts that if the RBM concepts are executed in a proper manner they can positively contribute to increases quality of life via better public service delivery. Adopting RBM strategies in public delivery forms a connection between national policy, strategies, budgets, plans and monitoring and evaluation apparatus, hence bettering service delivery (Saldanha, 2002). In the same context, it is important for the public service delivery managers to put in place a firm base to reinforce a strong dedication to results. To achieve such results there must be clearly defined strategic end product, orderly and unbiased assessment of performance, lessons learned and readjustments to increase nimbleness and effectiveness (Treasury Board of Canada Secretariat,

2001). Nonetheless, there is evident successful implementation of RBM in NGO sector and, to a rudimentary extent, in the Public Service (Thomas, 2006). According to UNESCO, (2008) the RBM strategy constitutes two main elements namely; planning and performance measurement. Apart from the two named elements, Adaptation Fund Board (AFB) 2009added learning as a third element however; most institution stake learning as part of performance measurement. This study will adopt the strategy that includes learning as part of performance measurement and will separate it only when there is absolute need.

(a) Planning

Planning constitutes setting of goals, defining measurable indicators for achieving each goal and establishing clear targets for each indicator to gauge progress. According to OECD (2002) the operationalization of planning in RBM and the establishment of the linkage between inputs and activities, outputs, outcomes and impact is facilitated by the results chain. RBM implementation process cannot be complete without factoring in Monitoring and Evaluation (Farrell, 2009).

Fig 3 below shows the components of the results chain and their links.
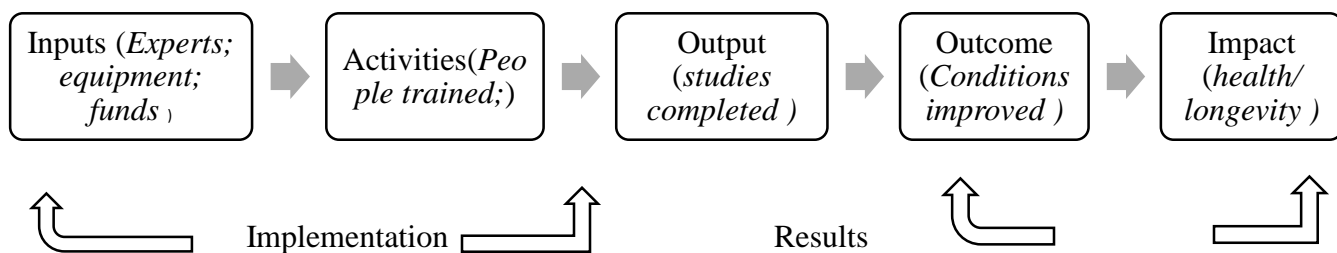
Figure 2.3: RBM Results Chain
Source: Inputs, Activities, Output, Outcome, Impact 36 Adopted from UNDP (2002:7)

According to OECD (2010), the elements of the results chain above are defined as: Inputs are resources (financial, material or human) employed in an intervention to attain the goals of an institution. Activities the work done through which various inputs (financial, technology, among other resources) interact to give out specific outputs. Output is the goods, services or products that an intervention generates. The outcome is the effects both short-lived and medium term that an intervention produces. Lastly, Impact is the long-term effect(s) either primary or secondary or negative or positive that results directly or indirectly from an intervention, which can be intended or unintended. Plantz et al., (1997) notes that, results chain is very helpful in developing and identifying expected risks, indicators and results. Moreover, it catalyzes the conceptualization of program resources, outcomes, and intervention products, substantiating the outcome of the reasoning behind the cause and effect linkages in addition to specifying the levels of ascription for collaborators whose acquaintance with RBM is low (Meier, 1998).

(b) Performance measurement

It has its foundation from the Fredrick Taylor's principles of scientific management (Radin, 2006; Moynihan, 2008). To measure performance, one needs to collect data on regular basis on outcomes, review it, analyze, evaluate and report the findings so that the information can be utilized (UNDP, 2002). This process lays down a framework for answerability in programs under execution in addition to providing vital information for remedial action and duplication of the best practices (Col et al., 2006).

A key component of RMB is performance measurement, the process that measures an agency's ability and success in achieving its goals. It involves several stages: e.g., formulating and agreeing

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on the objectives, coming up with indicators and establishing targets, monitoring performance (collecting data on results), and analyzing and reporting those results vis-à-vis the goals. Performance management is extensive; however, it is intimately concerned in detail with the production and supply of performance data and information. It equally deals with generating management demand for performance information, i.e., how it employs its management decision-making guidelines and how it establishes different organizational tools and inducements that positively motivate its use. Management processes are vitally and conclusively determined by achieving positive results and continuous improvement and betterment on performance information.

(i) Monitoring and Evaluation

This is a major management tool in RBM. Results based monitoring and evaluation is essential in assisting policy makers and managers of institutions and organizations to monitor the progress of an intervention or a project and show the results and effects of a given policy, intervention or project in a timely manner (Kusek and Rist, 2001). Consequently, M&E if well done can potently increase accountability and responsibility, sound governance, and stakeholder participation (Ibid). UNJIU (2004) also reports that if M&E process is undertaken well, it serves to inform important players on the developments and milestones achieved and lessons learned in an open, accountable, and results-oriented manner to inform decision-making and policy formulation.

Monitoring is not a one of event but a process that seeks to obtain information to inform decisions on an ongoing project (OECD, 2010). It presents a chance to do a review of activities of a project or intervention and determine if there is a need to adjust the existing plan. Although related to

monitoring, evaluation is periodic but detailed review that is carried out when a need for information and knowledge arises. The focus is mainly on whether the project is bound to achieve its targets with the expected efficiency and effectiveness. In M&E reporting is essential as other aspects. It involves organized and timely provision of vital data and information at regular specified gaps (UNDP, 2002). Learning is also part of M&E, a process which involves a continual exploration through past experiences, feedback on decision making, project design, and strategy development (OECD, 2010). As a result, relevant information ought to be collected, analyzed and reporting done at suitable time to ameliorate the process of implementation.

(ii) Efficiency, Accountability and Effectiveness

In any program or project the concepts of efficiency, accountability and effectiveness are vital in ensuring better utilization of the available scarce resources. In this regard, RBM is outlined to improve a project via reporting and performance measurement (UNESCO, 2010; White, 2000).
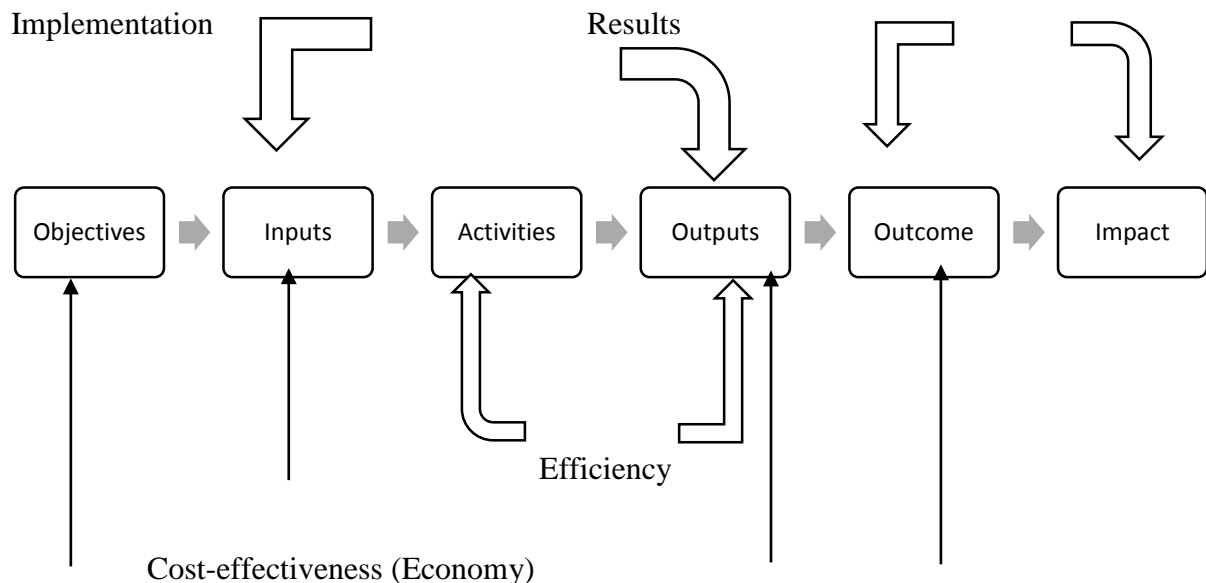
Figure 2.4: RBM Operational Framework
Source: RBMG (2003:13) **Effectiveness**

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The use of efficient approaches in the RBM framework helps in project execution, in addition to reporting, monitoring, and making specific decisions based on periodic revised data, promotes program delivery (AFB, 2009). Focus is directed to efficient resource use giving the players timely feedback and preventing repeated shortfall. Program results are enhanced through a structured and constant flow of information stressing on sharing and passing of information and reproducing good practice (Ibid).

2.4   Empirical Literature

RBM (result-based management) is not a single event rather a process that staff and the entire management of an organization need to embrace to achieve success in the delivery of services. De Waal (2007), on a study on management performance applications in emerging markets (a case of a Tanzanian college), tested whether performance management was a useful tool in improving organizational performance. The study found out those organizations that focused on RBM as a tool for facilitating the faster achievement of results preferred performance-driven behavior that adopted RBM as a process and not as a single event. The author also indicated that the process needed continuous attention and dedication from the organization's leadership.

Dwindling trust, satisfaction levels among government agencies have resulted in the adoption of the RBM strategies. Obong'o (2009) studied the implementation of performance contracting in Kenya, focusing on the public sector and the execution of NPM (New Public Management) models. The author argued that NPM models, including RRI (Rapid Results Initiatives) and RBM were being adopted to reverse the falling service delivery in the Kenyan government

agencies and departments. The study indicated that performance contradicting, an initiative of RBM, was critical for changing the organizational culture from inward-looking orientation (focus on the processes) to a business culture that has the customer satisfaction and results as the center of attention. The paper quotes that the adoption of the RBM initiatives was majorly made to improve customer service, increase productivity, reduction of cost, and achievement of set objectives as the significant impacts. However, the intended effects were not totally achieved owing to challenges and constraints associated with the process and the stakeholders.

2.4.1   Organizational Culture

Implementation of Results-Based Management (RBM) remains a complex process that includes, among others, performance target setting, performance planning, and measuring the results to determine whether the expected results were achieved (Muriu, 2015). A study by Obong'o (2009) believed that all governments would like to be more cost-effective, more responsive, more efficient and more accountable, thus electing to work on rapid result initiatives like RBM.

Teamwork is an aspect that influences how the staff operates and their delivery models in an organization. A study by Sanyal and Hisam (2018) on the impact of teamwork on work performance of employees in a public university in the Sultanate of Oman, found that several concepts of teamwork like performance evaluation, rewards, leadership and structure, and the concept of trust were significant influencers of how employees performed. The authors summarized the findings through asserting that there was a "strong and significant association" between the independent variables (teamwork, leadership and structure, climate of trust, and

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rewards) and the dependent variable, which was employee performance. The study was performed in the Sultanate of Oman, focusing on one of the established factors affecting the delivery of results among public institutions. Teamwork has often been termed as an integral component of organizational performance as employees work seamlessly towards realizing corporate goals. RBM's success, an initiative of organizational performance, is thus assumed to be influenced by organizational teamwork.

A study done in Kenya on employee performance in public service by Kelemba, Chepkilot, and Zakayo (2017) found that teamwork was effective in the long-run in making lasting decisions and creating a conducive environment for consultations. The study targeted over 126,000 employees spread across twenty ministries in Kenya, indicating that teamwork was critical in creating a coherent team to help in realizing organizational goals. The findings supported the assertion that cooperation was crucial in facilitating capacity building at the public institutions, ensured democracy that allows all staff to participate in organizational processes, encourage innovations and creativity, and to promote change. The study found a significant positive correlation between teamwork and success in the implementation of organizational goals. The authors recommended that management embrace effective communication as well as the involvement of staff in matters related to their responsibility, and providing higher remuneration and rewards to staff to keep them motivated.

Training and continued education of employees forms a significant component of success. A study conducted by Taylor and Taylor (2014) found that successful implementation of performance measurement systems (PMSs) were influenced by the allocation of resources and

improving the knowledge and skillsets of the employees. Investment in staff was termed to have a considerable influence on factors related to the motivation of staff and their dedication to work. The study by Taylor and Taylor (2014) focused on data from 349 UK manufacturing firms and embraced PMS as a tool to measure performance. The study further asserted that there was a significant positive influence on managerial success, including rapid results initiatives like RBM, when aspects like continued staff training and education. Identified types of training programs included skills training, quality training, team training, and safety, managerial, and soft skills training, among others.

In the case of public servants or employees working for governmental agencies, the study found that team, managerial, service, and technological training were of critical importance in improving performance in organizations. Innovativeness and creativity were cited by Kelemba, Chepkilot, and Zakayo (2017) as critical factors influencing how organizations achieved set goals. Innovativeness and creativity were indicated to be influenced by other factors. A study by Paola and Riccardo (2012) on high-performance work practices (HPWPs) affecting organizational performance quoted innovation as one of the major factors influencing organizational changes. Product and process innovations were termed as major influencers of organizations as the processes were indicated to influence customer satisfaction in greater margins. The technology was associated with reduced operational costs, elimination of redundant positions, and improvement of production processes, among other factors. The authors therefore associated technology and innovation with significant growth in production, customer service, and a positive change towards achieving organizational goals.

Delegation and coaching for employees enable staff to develop managerial and organizational skills that aim at improving the delivery of their targets. A study by Wanzare and Ward (2000) was of the opinion that public servants needed to improve their services by having frequent pieces of training and seminars aimed at enhancing their skills. Staff development was indicated to be influenced by training, capacity building, and in-service development activities, including delegation of services and mentor-mentee programs. The authors suggested that organizations needed to invest in their staff through embracing strategic staff placements that enabled the development of their skills, internships, effective inductions, financing, and collaborations among the departments of the government (Public service) to help in developing robust and reliable, result-oriented workforce.

Resistance to change was an organizational culture issue where staffs feel that changes introduced by the management are likely to disrupt their comfort zones. Humidifar (2010) performed a study in Tehran public service and identified why the staff was resistant to changes. Resistance to change among staff is common, and thus the organization needs to realize the problem and work on a formula towards embracing change within the organization. Resistance to change was associated with business obsolescence, inefficient processes, and increased employee attritions.

Organizations that have a history of low performance or poor customer service are likely to experience low employee morale that affects the overall performance. In such unconducive work environment, workers remain interested in activities and practices that expand their skills. Still, they are not in a position to develop their skills because of an unsupportive environment.

The study by Hamidifar (2010) was thus supportive of the assertion that resistance to organizational change was associated with reduced organizational performance. The study was also supported by Canning and Found (2015), who investigated contributing factors to resistance to change in public institutions with a focus on organizational culture. The authors thus confirmed that lack of clear communication to/from the staff, and lack of staff involvement during initiation of change was associated with increased cases of resistance among employees.

2.4.2   Individual and Group Factors

Employee motivation remains a key significant factor in affecting how organizational processes and goals are achieved. When employees feel motivated, they focus on job delivery to impress the management and consequently get work-related favors and rewards. A study by Huselid (1995) on the impacts of managing human capital on productivity, turnover, and company financial performance pointed that high-performance work practices were related to immediate employee outcomes (productivity and turnover) and long-term outcomes of financial performance. The results pointed out that employee motivation was critical in facilitating organizational performance. The study was also supported by Lazaroiu (2015), who was of the opinion that workplace motivation was of high importance in staff productivity. The authors also focus on types of motivation that employees need in an organization that included recognition, coaching, leadership opportunities, and having frequent breaks from the norm. Recognition is in the form of rewards that employees get when they do their jobs as expected. Recognition among the staff provided an intrinsic motivation that fueled staff to strive for performance. Coaching was termed as an integral part of motivating employees to deliver on their mandates. Management should not

give judgmental criticism but should focus on non-judgmental constructive criticism that allows the staff to improve their focus on job delivery.

Career progression was viewed as a significant factor influencing how organizations achieved their success. Barrick et al. (2015) did a study on collective organizational engagement that linked motivational antecedents, strategic execution, and firm performance pointed to the need by the management to motivate their employees. The study was focused on three distinct organizational practices, including CEO (chief executive officer) transformational leadership, motivating work design, and human resource management as crucial employee determinants in helping them deliver their job roles at the workplace. The three distinct HR practices create perceptions among workers of how the management is cognitively, emotionally, and physically invested in their staff. Career progression should be measured by how performing employees are motivated to improve their skills and shift upwards in their careers. The study by Barrick et al. (2015) thus opined that there was a significant association between perceptions of available opportunities for career progression and their job performance with employees who saw opportunities to advance being more motivated than those who did not see opportunities for such advancement.

Human Resource strategies were viewed as significant determinants of how employees behave at the workplace, and consequently, how initiated programs are delivered. HR strategies made to imply success in the production process are likely to be appreciated by staff and thus ownership of the projects. Albrecht et al. (2015), on their study on employee engagement and human resource management practices and how they are connected to competitive advantage, concluded that HR practices could greatly facilitate and improve employee engagement resulting in positive

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organizational outcomes. The authors thus pointed to the development of strategies that motivate employees to work and deliver beyond their expectations. HRM practitioners need to shift from routine administration, including annual engagement surveys about job satisfaction and embrace new advanced HRM practices like socialization among the staff, training and development of staff, performance management, and personnel selection among others to help in creating a motivated lot of employees to deliver on initiatives.

Job security among employees is key to success as it determines aspects like dedication and motivation towards delivering on their mandate. A study by Lucky, Minai, and Rahman (2013) was of the opinion job security among workers was becoming indispensable. The study quoted that among the sampled employees across multinationals, companies pointed out that around seventy five percent of the staff wanted to keep their jobs as compared to other personal preferences. The study on employees' job security found that employees fear losing jobs, especially where competition is stiff. The study finds a significant association between job security and dedication towards job delivery. Employees who fear to lose their jobs are likely to improve their working relationship with colleagues and be at right with the management, thus showing dedication to the success of program initiatives like RBM. The findings were also supported by Wang, Lu, and Siu (2015), who opined that when economic and financial crises occur, job losses are likely to occur, leading to increased fears of losing jobs. The study also ranked job security as the primary contributor to job satisfaction among employees. Wang, Lu, and Siu (2015) associated the feeling of job insecurity with negative emotions and increased stress that negatively impact on work performance. The study pointed out that increased feelings of job insecurity were associated with low levels of performance.

Thao and Hwang (2015) focused on job skills as a means of achieving set program initiatives. The study outlined some factors, including the organizational culture of the employees, leadership of the organization, working environment, and training on how they impact employee performance. Among the identified possible factors include leadership, where the study identified that management that embraced the advancement of job skills is likely to get positive results on job performance. Coaching was viewed as an essential technique affecting the delivery of an organization's initiatives as it addresses behaviors and beliefs that hinder job performance. Coaching also helps employees in improving their performance. Coaching, empowerment, and leadership skills of management were indicated as significant factors that influenced the acquisition of job skills and, ultimately, delivery of job roles. The study by Nollen and Gaertner (1991) also supported the assertion that when employees have the right job skills, they tend to deliver on their assigned roles. Employees engaged in initiatives like RBM are, therefore, likely to deliver the expected results. Employees with adequate job skills are likely to plan well on their work duties and effectively performing their daily job tasks. Staff with the right job skills can comprehend their work duties, thus being able to adequately and exceedingly deliver the assigned job roles.

2.4.3 Organizational Management Effectiveness

RBM initiatives used can aid in achieving the desired goals. For instance, a study by Otwori (2013) pointed out that the RBM initiatives in Kenya included rapid results initiatives, performance contracting, performance appraisal systems, service/citizen charters, and program-based budgeting. The RBM initiatives determine what part of the organization they target, the kind of

activity to be implemented, and the beneficiaries of the RBM initiative. Rapid results initiatives allow the organization to fast track the implementation of the planned activities as well as achieving targeted objectives through achieving citizen-centered results for a given period, say in 100 days. The 100-days temporary governance structure also involves political leadership. A study by Ngutu (2010) focusing on the NSSF (National Social Security Fund) in Kenya and how rapid results initiatives worked, pointed out that the strategy brought changes to the organization creating satisfaction among the clients within a short time. The study thus established a positive association between the type of RBM initiative adopted and the successful implementation of the project.

Strategic planning by the implementing authority is also critical in implementing RBM initiatives successfully. A study by Hatton and Schroeder (2007) on the results-based management focused on how it can befriend or a foe to the management. The study pointed out that in cases of poor management, then RBM initiatives can turn out to be a challenge to the management in terms of explaining to the agencies why the program failed or was successful. The study further asserted that strategic planning was a function of time, cost, and productivity. Strategic planning offers long-term perspectives that help the staff in understanding how the program outcomes will be achieved (Bryson, 2018). Strategic planning also influences how projects are planned, the nature of materials needed, and the human resources required. The success of major evaluation programs depends on how the program has been designed and implemented, as detailed in the strategic plan. A study by Khan and Haddara (2003) supported the assertion that RBM approached to be successful need good strategic plans.

The nature of monitoring and evaluation also informs how an organization successfully implements its RBM initiatives. A culture of having strong follow-ups and implementing an evaluation report is likely to influence how an organization achieves its expected goals in RBM initiatives. Core values of an organization play a leading role in directing the staff towards achieving the set goals. Core values are descriptive words that show what the organization holds dear towards implementing its programs to meet its goals. Core values of an organization further inform the dedication of an organization in realizing what it stands for. A study by Bryson (2018) was of the opinion that implementing strategic plans, along with embracing the core values an organization follows, is likely to impact on the implementation of public projects and initiatives positively.

Challenges faced by an organization, either external or internal, influence how an organization successfully implements its projects. Katzenbach, and Smith (2015) were of the opinion that when an organization is having internal conflicts or external threats, it becomes hard for it to deliver on its mandate. Their study, therefore, established a significant negative association between organizational turmoil and the successful implementation of its project goals. Technology is among the aspects identified to influence how service is delivered in a government or public institution. Technology makes things achieved faster and in an approach that is financially feasible and competitive. West (2004) on a project that investigated how e-government worked, it was found that embracing technology was associated with success as processes were done faster, reaching many people as compared to the traditional processes where clients felt neglected and poorly served due to delays and inconveniences. Another study by Cordella and Tempini (2015) was of the opinion that e-government processes needed to eliminate challenges like the

bureaucracy in public service to meet the expectations of the targeted beneficiaries. The two studies, therefore, established a significant positive association between technology and the success of implementing government projects, including RBM initiatives.

2.4.4   Government Policy

Political goodwill is a source of motivation for agencies implementing public programs. When agencies receive political goodwill, then they are likely to be motivated to implement the project, despite the available challenges. A study by Mutuva, (2015), on Independent Electoral and Boundaries Commission (IEBC), pointed out that when the government and the public (target beneficiaries) support the initiatives from the agency, there was a significant success. The study by Mutuva (2015) found that when project initiatives like RBM processes were implemented with support from the public and other authorities, then the agency reported successful implementation of its rapid result initiatives projects.

Reprimand and reward towards the management of the public institutions' programs act like a castigator towards achieving the set goals. Staff and the management feel that they are responsible and answerable to the government ministry of the executive in matters related to the implementation of such initiatives like RBM. Failure to achieve the set goals should call for attention from the government authorities since it shows some laxity within the implementing agencies. A study by Minja (2016) on the assessment of practices of RBM in the Kenyan public sector pointed out that when rewards are given to staff, and when there are reprimands to the implementing officials, then there are likely to change and adopt measures meant to achieve the overall project goals. A study by Wheelen et al. (2017) also indicated that programs were

successful when there were cases of rewards for good work. The study, therefore, established a significant association between governing authority actions (either rewards or reprimands) and the successful implementation of agency initiatives. The survey by Minja (2016) thus established a positive association with actions like rewards and reprimands from the government and overseeing bodies and successful implementation of such projects.

Resource allocation has been cited as one of the major influencing factors on the successful completion of assigned roles/duties. Evaluation programs like RBM need intensive resource allocation, and thus, they improve on the success of the RBM initiatives. Kiura (2013) was of the opinion that financial resources are a key decisive factor for a favorable outcome or failure of the RBM process in government and public institutes. The study by Kiura (2013) supports the assertion that resources are required to facilitate the successful implementation of government-initiated projects. Respondents felt that if there was no adequate allocation of resources, then there were likely to be challenges on successful implementation of the projects. Dillon (2018) also pointed out that resources were required in making follow-ups to ensure projects were successful, and that the outcomes and benefits be embraced by the targeted beneficiaries. The study was also supported by Morrison-Saunders, Baker, and Arts (2003), who was of the opinion that successful public initiatives needed adequate resources and follow-up activities that we're able to identify the impacts of the projects.

Follow-up activities are an integral part of monitoring and evaluation when it comes to government and public programs. Dillon (2018) wrote on the follow-up of public projects where it was found that sustainability and ownership of programs by the society was critical for enlisting success in

public programs. Follow-up should be carried out in association with stakeholders as well as with end-project beneficiaries. Follow-up remains an ultimate responsibility of the implementing agencies, in this case, the government agencies. The study by Dillon (2018) found that internal follow up of projects was more than the prescribed roles and responsibilities of the staff, thus requiring extra time and resources. There are worries that follow-up projects might deviate from the attention and objectives of the program. Internal alerts by managers might serve to instigate the management to initiate follow-up activities to assess the impact of the project. Follow-up by the public service is meant to maintain decision-making flexibility, promote an adaptive management approach, and embrace feedback from targeted beneficiaries. The study thus was of great importance in facilitating the successful implementation of RBM initiatives

2.5   Conceptual Framework

The conceptual framework focuses on establishing the links in implementing RBM (Result-based management) process successfully. The conceptual framework adopted was presented by Muriu (2015) that relates to the general factors affecting the implementation of performance contracting in Kenya. Performance contracting is among the six major RBM initiatives suggested by Otwori (2013). The other RBM initiatives being rapid result initiatives, performance appraisal system, service/citizen charters, ISO certification, and program-based budgeting.

Independent Variables   **Dependent Variable**

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┌─────────────────────────────────┐
│      Individual/group factors   │
│        Employee motivation      │
│        Career progression       │
│           HR strategies         │
│           job security          │
│              Skills             │
└─────────────────────────────────┘

┌─────────────────────────────────┐
│       Organizational Culture    │
│            Teamwork             │
│         Training/education      │
│   Innovativeness and Creativity │
│      delegation  and coaching   │
│        Resistance to change     │
└─────────────────────────────────┘

┌─────────────────────────────────┐              ┌──────────────────┐
│  Top management (organizational)│              │  Implementation of│
│           Effectiveness         │──────────────│   Result-Based    │
│        Strategic planning       │              │    Management     │
│  Nature of monitoring and evaluation           └──────────────────┘
│       Customer satisfaction     │
│            Core values          │
│          Challenges faced       │
└─────────────────────────────────┘

┌─────────────────────────────────┐
│        Government Policy        │
│         Political goodwill      │
│        Reprimand and reward     │
│        Resource allocation      │
│         Follow-up activities    │
└─────────────────────────────────┘
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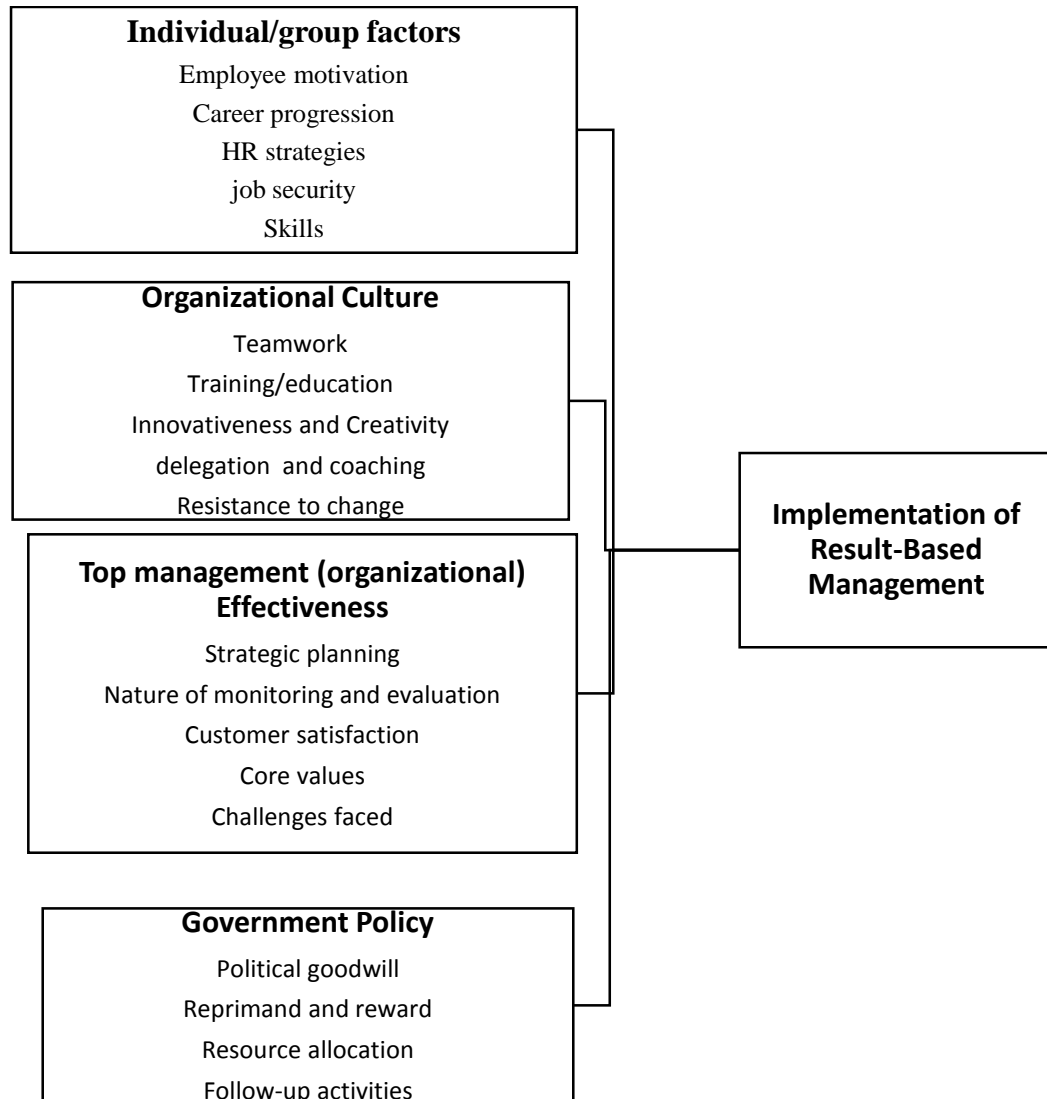
Figure 2.5: Conceptual Framework

Source: Adopted from Muriu (2015)

2.6   Operational Framework

Individual and group factor focuses on the staff factors like skills, motivation, career progression, the job security of the employees, and the HR (human resource) strategies employed and implemented. The factors are expected to influence how a public organization implements its result-based management process. Organizational culture sub-variables include teamwork, training/education, innovativeness, delegation, and resistance to change. The top management (organizational effectiveness) sub-variables include the RBM initiatives used, strategic planning on the RBM initiatives, the type or nature of monitoring and evaluation, customer satisfaction, core values embraced by the organization, and the challenges faced when implementing RBM processes. Government policies are expected to influence RBM. Political goodwill from the management, the government, and the general public facilitates the implementation of result-based management. Reprimand from the top management and the rewards also influence how organizations, especially the staff, take the implementation of result-based management. Overall, follow up activities, monitoring, and evaluation help in enabling the success of result-based management processes.

2.7   Research Gaps

From the literature review, it occurs that organizations implement RBM projects to help in fast-tracking set goals in both public and private organizations. In most of the public organizations, it emerges that the process generates expected results to an extent, in some cases reporting success and others reporting failure in meeting the expected results. Several factors affect how RBM is implemented and how the factors affect the success or failure of the management process. Organizational factors like the determination of the field staff to use the RBM conceptual

frameworks to help in measuring the results, lack of goodwill from the leaders of the organization, and lack of follow-up from the management. Challenges experienced in the implementation process include political goodwill from the government and the organization management, resource allocation, and lack of follow-up activities from the organization. Discouraged employees are taken to possibly influence RBM negatively. Muriu (2015) confirmed that public organizations were desperately trying to imply to the customers they serve that their services were easily accessible, with fast customer service and mindful of the image the customer created from their service. Despite frequent calls and stints of Rapid result initiatives, including RBM, the expected results, outcomes, and impacts have not been fully realized, thus necessitating the study.

CHAPTER THREE: METHODOLOGY

3.1   Introduction

This section presents and discusses research design, and target populations, sampling procedures, the sample size estimate, and the research instruments. The validity and reliability of the study instruments and the entire data collection process was also discussed. The chapter also explained in detail the data collection and analysis procedures.

3.2   Research Design

The study adopted a survey design to obtain the necessary data. Survey design is an attempt to collect data from an identified group of persons, to determine the current status given the specified variables; in this case, the current status is the results-based management with respect to specified variables (Mugenda, 2003). This design was adopted because it facilitates the collection of original data necessary to realize the research objectives. It involved the administering of questionnaires to the selected sample size and conducting a semi-structured interview to obtain detailed information. The design was appropriate in collecting useful data that could be quantified and reported as a representation of the real situation or characteristic in the study population. In this research, the independent variable was result-based management. The dependent variables included organization culture, organization support mechanisms, and implementation strategy.

3.3   Research Strategies

The study adopted both desk research and field research where the desk research involved the critical review of literature on empirical studies done on the related subjects. Additionally, the study used structured questionnaires for the data collection.

3.4   Target Population

The study targeted workers in governments' public service, especially their experiences with Result-Based Management and its facilitators and challenges. Therefore, the study target 950 civil servants' employees who have been involved with the implementation of RBM. Although the population will be workers implementing RBM in public service, the focus will be on primary information to help identify the challenges and opportunities in RBM in public service.

3.5   Sampling Design (Frame and Size)

The study adopted stratified random sampling technique to sample the target population since it ensured inclusion of in the sample of the stratum that may have been left out by other methods because of their smaller number. A representative sample was selected from the total of employees working in the Ministry of public service, which is subject to study. The sample frame of this research, therefore, included the professional staff that is working in the Ministry of public service. The study used the tables for finding a base sample size with the sampling error in the study area. At least 10% of the total population is representative. Mugenda, (2003), advocates for a sample of 30% of the accessible population as being sufficient. Thus, 10% of the accessible population is enough for the sample size according to Mugenda and Mugenda (2008).

Table 3.1: Sampling Frame

Management	Population	Sample	Percentage
Senior level	50	5	10
Middle level	250	25	10
Subordinate	650	65	10
TOTAL	950	95	30

3.6   Data Collection

The study used primary data collected using structured questionnaires with closed-ended questions to ease the analysis. The questionnaire had four sections: Part A aimed to obtain demographic information from the respondents such as Age, Gender, and position in the organization, duration served in the organization and academic qualifications. Part B, C, and D contained a key that represented the following: 5-Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree, and 1-strongly disagree. The statements in these sections tested the respondents' views of how an organization's support mechanisms, organization culture, and execution plans affects the RBM implementation in the M public service sector.

3.7   Validity and Reliability

The clarity of the instrument items to the respondents was established so as to enhance the instrument's validity and reliability. To ensure the validity of the research instrument, the research sought opinions of experts in the field of study, especially the researcher's supervisor. Reliability was tested using Cronbach Alpha test with a threshold of 0.7. This will facilitate the necessary

revision and modification of the research instrument. A pre-testing of instrument tool was done, carried out by undertaking a pilot survey to enhance validity and reliability and to check whether the questionnaire administered will give responses that are relevant to the study. To achieve it, questionnaires were administered to one person in each department of the Ministry of the public service.

3.8   Data Analysis

This research generally analyzed patterns in observations through the entire data collection phase. The main tool that was used was SPSS statistics data editor, which allowed for data manipulation and ease of interpretation during the presentation. The presentation of data was done through the use of tables. These methods helped in explaining the findings and giving a clearer picture of the tabulated data. Explanations of the tables were also included to elaborate on the information captured from the SPSS output.

3.9   Ethical Considerations

According to Bulmer (2001) it is imperative to have ethical consideration in every research study. Ethics are set and agreed norms or standards that guide conduct to differentiate acceptable and unacceptable behavior while carrying out a study (Resnik, 1998). Ethics ensure that while carrying out a study, human dignity is respected, privacy and confidentiality is observed and all possible risks are minimized while at the same time benefits are maximized. Before anything happens, the participants in the study must give their consent they want to be part of the research (Smith, 2003).

The validity of the consent is determined by a full disclosure of the issues concerning the study, assurance of confidentiality and anonymity, absence of coercion or any promise of gifts or benefits if they agree to participate. To carry out this study, an introductory letter was issued by the University to act as a consent spelling out details of the study. There were no names required for the purpose of the collection of data but only codes were used for each respondent.

CHAPTER FOUR: IMPLEMENTATION OF RESULTS BASED MANAGEMENT

4.1   Introduction

The chapter presents the techniques that were used to collect, analyze, present, and discuss the study findings. It explains the research design, sample taken, and how the data was collected. It further explains how the data collected was analyzed and presented. The results are categorized into four broad groups of the factors that influenced or were found to influence RBM implementation in public service. Descriptive statistics were used as part of the analysis. The target respondents were ninety-five (95) respondents from a population of nine hundred and fifty (950) staff working at the organization, out of which 75 responded, a response rate of 80% in the Kenya Public Service.

4.1.1   General information

This section offers the respondents' information on gender, position held or level in the organization, number of years in employment, as well as the level of education. Demographic factors are important in research as they provide the researcher with an opportunity to compare responses between subjects, within groups and across groups.

4.1.2   Distribution by Gender

The study found that fifty eight percent of the respondents were male, while forty two percent of the respondents were female. This could be an indication that more male workers are employed

and work in the public service compared to women. In this study it was not determined how gender affects RBM implementation.

4.1.3   Distribution by duration of service in current position

The study found that 61% of the respondents had served in their positions for duration between 8-20 years, 25% had served in their position for duration of between 1-8 years and 14% had served in their position for a period over 20 years.

4.1.4   Distribution by Education Levels

The study found that 61% of the respondents had served in their positions for duration between 8-20 years, 25% had served in their position for duration of between 1-8 years and 14% had served in their position for a period over 20 years.

4.1.5   Distribution by Position in the Organization

The findings revealed that 50% of the respondents were in the middle management positions, 33% were in the low management positions and 17% were in the top management position. The distribution of the respondents in terms of their positions in the organization shows that every employee at every level of management in the organization was included in the study.

4.1.6   Distribution by knowledge of RBM.

The respondents were asked whether they know results-based management in the Kenya public service. A good number of the senior workers turned down the opportunity to take part in the study as they expressed their unfamiliarity with RBM matters hence felt they did not qualify to participate. It was then found out that most managers almost unanimously agreed that most workers were not well familiar with RBM and did not understand how it works. This was attributed to the fact that they lacked opportunity to train and understand the concepts and their benefits. It was observed that challenges and frustrations experienced during the introduction of the RBM concepts were the main hindrance into its implementation as most managers dwelt heavily on them.

The main objective of the study was to assess the implementation of results-based management in the Kenyan Public Service. Therefore, the data used in the study fell into four categories. These four categories (Table 4.1) were the independent variables discussed in chapter two. Each category has different themes. The categories included,

Table 4.1: Variable Categories

Individual/group factors	Organizational Culture	Top management (organizational) Effectiveness	Government Policy
Employee motivation	Teamwork	Strategic planning	Political goodwill
Career progression	Training/education	Nature of monitoring and evaluation	Reprimand and reward
HR strategies	Innovativeness and Creativity	Customer satisfaction	Resource allocation
job security	Delegation and coaching	Core values	Follow-up activities
Skills	Resistance to change	Challenges faced	

4.2 Individual Factors

Individual factors were considered to be key determinants of result-based management in Kenya Public Service. The surveyed individuals working in Kenya Public Service were asked to what extent they agree that individual factors affect result-based management (RBM) in the Kenya Public Service. Likert scale of 1 to 5 was used where 1 = strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = strongly agree. Particularly, they were asked to what extent they agree that employee motivation, career progression, human resource strategies, job security, and skills affect RBM implementation in the Kenya Public Service. The findings were presented in table one below.

The result in table 4.2 below shows that employee motivation has a mode of 4 indicating that the respondents agreed that employee motivation has a strong effect on result-based management. The

finding agrees with the study by Huselid (1995), who found that employee motivation was critical in facilitating organizational performance. The result also conforms to a study by Lazaroiu (2015), who was of the opinion that workplace motivation was of high importance in staff productivity.

Table 4.2: Effect of Individual Factors

		Skills	HR strategies	Employee Motivation	Career progression
N	Valid	95	95	95	95
	Missing	0	0	0	0
Mode		4	4	4	4

The results depict a mode of 4; indicating that most respondents agreed career progression has an influence on RBM. The result agrees with Barrick et al. (2015), who found a significant association between career progression and RBM. The result implies that employees who see opportunities to advance being more motivated than those who do not see opportunities for such advancement. With a mode of 4 it shows that respondents agreed with strongly that human resource strategies do affect RBM. The result confirms Albrecht et al., (2015) findings, which indicated that human resource management practices are connected to competitive advantage with training; performance management; socialization and selection of employees facilitate and improve employee engagement resulting in positive organizational outcomes. Lastly, respondents agreed that skills have an impact on RBM implementation. The finding agrees with Nollen and Gaertner (1991), who asserted that when employees have the right job skills, they tend to deliver on their assigned

roles. Staff with the right job skills can comprehend their work duties, thus being able to adequately and exceedingly deliver the assigned job roles.

4.3   Organizational Culture

Table 4.3: Organizational culture factors

		Teamwork	Innovativeness and Creativity	delegation and coaching	Training/education
N	Valid	95	95	95	95
	Missing	0	0	0	0
Mode		4	3	4	4

The results in Table 4.3 shows that respondents agreed strongly that teamwork influences RBM with a mode of 4. The result is similar to a finding by Sanyal and Hisam (2018) on the impact of teamwork on the work performance of employees in a public university in the Sultanate of Oman. Other factors like performance evaluation, rewards, leadership and structure, and the concept of trust are significant influencers of how employees perform. Respondents also remained that innovativeness and creativity affects implementation on Result-Based Management. This is confirmed by a mode of 3. The result shows that delegation and coaching influences performance of an organization. It enables staff to develop managerial and organizational skills that aim at improving the delivery of their targets. The finding agrees with Wanzare and Ward (2000), who found that public servants needed to improve their services by having frequent training and seminars aimed at enhancing their skills.

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4.4 Organizational Effectiveness

Table 4.4: Factors affecting Organizational Effectiveness

		Core values	Customer satisfaction	Strategic planning
N	Valid	95	95	95
	Missing	0	0	0
Mode		3	4	4

The results show that most respondents agreed that strategic planning influences implementation of Result-Based Management. Vital planning influences how projects are planned, the nature of materials needed, and the human resources required. The success of major evaluation programs depend on how the program has been designed and how it has been implemented, as detailed in the strategic plan. The findings confirm Khan and Haddara (2003), who asserted that RBM approach to be successful it needs good strategic plans. The result is in line with Bryson (2018), who found that implementing vital procedures, along with embracing the core values an organization follows, are likely to positively impact on the implementation of public projects and initiatives Respondents agreed that customer satisfaction affects result-based management. Similarly, challenges faced have effective result-based control. When an organization is having internal conflicts or external threats, it becomes hard for it to deliver on its mandate.

4.5   Government Policy

Table 4.5: Effect of Government policy

		Resource allocation	Political goodwill	Reprimand and reward	Follow-up activities
N	Valid	95	95	95	95
	Missing	0	0	0	0
Mode		4	4	4	4

The results on effect of government policy established that most respondents agreed that political goodwill, Reprimand and reward has an impact on Result-Based Management. The finding is in line with Mutuva (2015), who pointed out that when the government and the public support the initiatives from the agency, there was a significant success. The finding also confirms an assertion by Wheelen et al. (2017), who indicated that programs were successful when there were cases of rewards for good work. The result is similar to Minja (2016), who established a positive association with actions like rewards and reprimands from the government and overseeing bodies and successful implementation of such projects. Resource allocation most respondents agreed it influences implementation of Result-Based Management. Resources are required to facilitate the successful implementation of government-initiated projects. The result agrees with Morrison-Saunders, Baker, and Arts (2003), who found that successful public initiatives needed adequate resources and follow-up activities that we're able to identify the impacts of the projects.

Follow-up activities had a mode of 4, indicates that respondents agreed that follow-up activities influence result-based management. Sustainability and ownership of programs by society is critical for enlisting success in a public program. The result agrees with Dillon (2018), who found that internal follow up of projects was more than the prescribed roles and responsibilities of the staff, thus requiring extra time and resources.

CHAPTER FIVE: SUMMARY, CONCLUSIONS, AND RECOMMENDATION

5.1 Introduction

This chapter presents a summary of the findings, conclusion, and recommendations based on the results from chapter four. The first section is a presentation of an overview of the essential elements of the study, which includes the study objectives, methodology as well as the findings. The next section presents the conclusions based on the specific goals while using the findings and results, which are obtained in the fourth chapter. The final sub-section provides recommendations for improvement based on the specific objectives. It also offers suggestions for further studies.

5.2 Summary

The study targeted workers in public service, especially their experiences with result-based management (RBM) and its facilitators. The data used in the study fell into four categories; Individual factors, government policy, organizational culture, and top management effectiveness. The study employed Likert scale of 1 to 5, where 1 = strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = strongly agree to assess the extent to which the respondents agree with each category of the factors deemed to affect the result-based management in the Kenya Public Service. Employee motivation has a mode of 4 indicating that the respondents agreed that employee motivation has a strong effect on result-based management. The mode value of career progression was 4indicating that respondents agreed that career progression has a strong impact on RBM. The result agreed with Barrick et al. (2015), who found a significant association between career progression and RBM. Respondents agreed that human resource strategies do influences RBM with a mode of 4. With a mode of 4 respondents agreed that skills have an impact on RBM. With

a mode of 2 the respondents agreed that teamwork affects RBM. The respondents agreed that innovativeness and creativity have an impact on result-based management. Delegation and coaching had a mode of 1 implying that delegation and coaching has a significant effect on result-based management. With a mode of 1respondent agreed that strategic planning influences result-based management. With a mode of 4 respondents agreed that customer satisfaction has an impact on result-based management. With a mode of 4 and the result established that respondents agreed that political goodwill has an impact on result-based management. Reprimand and reward had a mode of 4, implying that reprimand and reward influences result-based management. The mode score for resource allocation was 1implying that respondents agreed that resource allocation influences result-based management. Follow-up activities had a mode score of 3 indicating that respondents agreed that follow-up activities influence result-based management.

5.3 Conclusions

The general objective was to assess the implementation of results-based management in governmental organizations with a focus on the ministry of public service. It is important to encourage RBM implementation experiences, success and challenges between institutions and countries to help people learn from each other. This will help overcome some of the frustrations faced during the process. This is because looking critically into the existing literature; rich experience can be sighted although with mixed outcomes. It is agreeable that sharing experiences, lessons learnt, and encouraging use of the best practices in the introduction and implementation of RBM strategies among others are some of the most credible tools that have shown potential to make it all a success. The benefits of RBM cannot be underscore hence its implementation is encouraged.

5.4 Recommendations

5.4.1 Recommendations for improving the implementation of RBM in the Kenya Public Service

It is recommended that the Kenya Public Service considers the strengthening and building of capacity to improve the implementation of RBM.The findings indicated that individual factors, government policy, organizational culture, and top management effectiveness have a significant and robust effect on result-based management in the Kenya Public Service. Based on these findings, the study recommends that Government organizations should ensure that they have support mechanisms that ensure the implementation of RBM, such as internal processes and activities which will support and guide effective implementation, application, performance measurement of management systems. Governmental organizations ought to create a culture that supports the implementation of RBM by embracing an administrative culture whose focus is the management and measurement of inputs, activities, and outputs, thus ensuring efficiency, effectiveness, and stability. A governmental organization should come up with more effective strategies for ensuring the effective implementation of RBM systems in organizations. This can be done by identifying the results being sought in clear and measurable terms and developing a conceptual framework for how the results will be achieved, thus improving the implementation of RBM.

5.4.2 Recommendations for Support Mechanisms on Results Based Management

The study also recommends comprehensive focus on the implementation rather than mostly reporting, as was the case. In the same context regarding the limited understanding of RBM

among Civil Servants, it is recommended that these Civil Servants be encouraged to be more

active in seeking learning opportunities and information to develop their capacity in the

implementation of RBM. This can be achieved through continuous professional development

independently or collaboratively.

5.4.3 Recommendations for Further Research

The researcher acknowledges the fact that limitations, for instance, time, the measurement for data

collection, and questionnaire survey, stood in the way of the study. There is need for more research

to be undertaken on the success of the implementation of various reforms, transformation and other

change initiatives such as Results-Based Management in the Kenya public service I, therefore,

recommend that since this area presents a new paradigm shift in management thinking, the study,

therefore, calls for additional studies to be conducted

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APPENDIX I: QUESTIONNAIRE

This study seeks to establish factors and challenges of implementing results-based management in the Kenyan Public Service. The following questionnaire has been developed to help the researcher gather information necessary to meet the research objectives highlighted. Kindly fill in as required.

1. Gender. Male [ ] Female [ ]

2. Please indicate the duration you have worked in the Kenyan Public Service (Years)

    3-5 [ ]   6-9 [ ]

   10-14[ ]   Above 14 [ ]

3. Please indicate your highest level of qualifications

Certificate ( ) Diploma ( ) Degree ( ) Post-graduate ( )

4. Do you have knowledge of results-based management in the Kenyan Public Service?

   Yes (1)   No (2)

5. Management level

Middle level management (1)   Senior level management (2)

PART A. Individual Factors

Using the following key with 5 being strongly agree and 1 strongly disagree (5- SA and 1 - SD), Kindly indicate the degree to which you agree with the following individual factors affect result-based managements in Kenyan Public Service.

	1	2	3	4	5
Employee Motivation					
Carrer progression					
Job security					
Skills					

PART B: Organization culture

Using the following key with 5 being strongly agree and 1 strongly disagree (5- SA and 1 - SD),

Kindly indicate the degree to which you agree with the following organization culture affect

result-based managements in Kenyan Public Service.

	1	2	3	4	5
Team work					
Training/education					
Delegation and coaching					
Resistance to change					

PART C: Top management effectiveness

Using the following key with 5 being strongly agree and 1 strongly disagree (5- SA and 1 - SD), Kindly indicate the degree to which you agree with the following top management effectiveness affect result-based managements in Kenyan Public Service.

	1	2	3	4	5
Strategic planning					
Nature of monitoring and evaluation					
Customers satisfaction					
Core Values					

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