

**PERCEIVED EFFECT OF PERFORMANCE CONTRACTING ON SERVICE
DELIVERY AT JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND
TECHNOLOGY**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
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DECLARATION

STUDENT'S DECLARATION

I declare that this project is my original work and has never been submitted for a degree in any other university or college for examination/academic purposes.

Signature:

..........Date:.....9/11/12.....

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D61/8768/2006

This research project has been submitted for examination with my approval as the University Supervisor.

Signature..........Date.....9/14/2012.....


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DEDICATION

I dedicate this work to my family for the sacrifice they made for me to complete this project.

ACKNOWLEDGEMENTS

I take this opportunity to thank and appreciate The Almighty God for the provision of good health and the opportunity to enable me pursue higher education for the betterment of the society. His divine intervention has without doubt seen me this far.

Secondly, I am deeply indebted to my supervisor Dr. Ochoro for the invaluable support he accorded me while undertaking the project. His guidance, encouragement and patience from the onset in reading, correcting, re-reading and refining and critically his availability for consultation is something I really appreciated and will endeavor to carry on in my other endeavors.

The unwavering support from my family did not go unnoticed. My husband, for the very many times we had to go through construction sites and offices even at odd hours as I endeavored to collect data to collect information relevant to this study.

I am also grateful for the invaluable support I got from respondents most with critical and very tight work schedules.

And to all I may have failed to mention, your support in whatever form is whole heartedly acknowledged.

ABSTRACT

Public universities play an indispensable role in the effective delivery of public services that are key to the functioning of a state economy. Despite their implementation of performance contracting, public universities in Kenya and JKUAT in particular have been confronted with many challenges which constrain their delivery capacities. There are problems in key areas such as in performance incentive systems and monitoring and evaluation systems that have adversely affected the delivery of services at JKUAT.

The purpose of the study is to determine the effects of implementation of performance contracting on service delivery at JKUAT. This research was conducted through a descriptive cross-sectional design. The study population comprised of the 316 JKUAT staff in main campus and 5213 students. The target population was divided into eleven divisions. The study adopted the stratified random sampling to select 60 staff members and 100 students. The researcher used primary data collected using a self administered semi structured questionnaire. The data was then analyzed using descriptive statistics.

From the findings, the study concludes that since the Performance Contracting was introduced, there has been faster response to customer enquiries and problems, customers enjoy greater convenience and control. The study also concludes that targets set for each employee are realistic and are arrived at after consultation between employee and employer and that performance contracting has resulted in employee empowerment. The study finally concludes that there is continuous monitoring and evaluation and there is feedback of monitoring and evaluation results which enhance service delivery at the university. The study recommends that there is need to link performance contracting and compensation/ reward system, and to develop a systematic monitoring and evaluation mechanisms for the corporation in order to enhance performance contracting. JKUAT should increase on the accessibility of services, improve on their customer care services, improve on facilities, diversify their services, automate their services, market their services to increase public awareness.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

In Kenya as well as in all countries worldwide, organisations have realised that performance evaluation is the key to effective Human Resource Management (HRM) and the human resource is the most important factor for success in any organization. The notion is that HRM involves the integration of people with businesses goals and strategies. People are viewed as strategic capital or resources which can be used for the purpose of attaining competitive advantage (Henry and Pettigrew 1986). In attempts to maximise profits through effective use of the human resource, evaluation is undertaken to report job performance and to assist in the various functions pertaining to employees and their jobs. The concept of performance Management (PM) has been one of the most important and positive developments in the sphere of HRM in recent years.

1.1.1 Performance Management

Performance Management (PM) is methods for managing behavior and results, the two critical elements of what is known as Performance. Performance is the sum of behavior and results, and cannot be viewed as independent of either component. It is an outcome of effective management. Performance management refers to the ongoing process of setting goals, self-assessment, manager assessment, peer-assessment (also called 360 assessments), coaching, development planning, and evaluation (Armstrong, 2001). Research has shown that this process, which is widely used in business has two forms: competitive assessment (where employees are rigorously compared against each other, and coaching & development (where employees are evaluated against their own goals

and capabilities). Performance Management (PM) is a forward looking process, taking frequent measures as work occurs and responding to small steps forward (mini-measures (goals) with as much dedication as to final goals achieved). Performance Management is a leading indicator of performance because it drives a system or organization toward desired future goals and provides solid management and performer steps along the way through daily behavior patterns of every employee.

Performance Management provides a framework for the agreement of objectives as expressed in targets and standards of performance so that mutual understanding of these objectives and the role of both the managers and individual have to play in achieving them is increased. For any performance shown by the above analysis to have sufficient economic value to an organization, measuring and frequency of the performance against the desired standards is essential. While most organizations measure some performance, there are unfortunately, many key outputs and behaviors that are not measured (Hendericks and Singhal, 2001).

1.1.2 Performance Contracting

Performance Contracting is a branch of management science referred to as Management Control Systems and is a contractual agreement to execute a service according to agreed-upon terms, within an established time period, and with a stipulated use of resources and performance standards. Performance contracting is one element of broader public sector reform aimed at improving efficiency and effectiveness, while reducing total costs (Domberger, 1998). A performance contract constitutes a range of management instruments used to define responsibilities and expectations between parties to achieve mutually agreed results. It is a useful tool for articulating clearer definitions of objectives

and supporting innovative management, monitoring and control methods and at the same time imparting managerial and operational autonomy to public service managers. It is therefore a management tool for ensuring accountability for results by public officials, because it measures the extent to which they achieve targeted results (Freese et al., 1999).

Kueng, (2000) defines performance contract as a Memorandum of Understanding (MOU). MOU is rooted in an evaluation system, which not only looks at performance comprehensively but also ensures forces improvement of performance managements and industries by making the autonomy and accountability aspect clearer and more transparent. OECD (1999) defines performance contract as a range of management instruments used to define responsibility and expectations between parties to achieve mutually agree results. While Sirmonton (1999) argues that a common definition of performance contracting can be found, there are a considerable variety of uses and forms for quasi-contractual arrangements. The objective of performance contracting is the control and enhancement of employees' performance and thus the performance of the whole institution.

Implementation of Performance Contracting in Kenya began in 2004 in state corporations. Performance contracting is supposed to enhance job satisfaction for the employees with the hope that their satisfaction would lead to improved job performance. The improved job performance should in turn lead to tangible and improved financial performance. The Economic recovery strategy for wealth and employment creation (2003-2007) outlines the Government's commitment to improve performance, corporate Governance and management in the public service through the introduction of

Performance Contracts. The policy paper opens with a bold statement that “the public sector has become a bottleneck to the overall development of Kenya.”

1.1.3 Service Delivery

Service delivery is tied with performance at the organizational level. It means fulfilling organizational goals and objectives, especially in satisfying customer needs, employee needs and the investor needs. This is only possible if there is clear mutual (management and employee) understanding of the purpose: “At the heart of this concern was whether they are intended primarily to benefit the organization or the individual” (Heskett, 2006).

Ngugi (2008) listed five determinants of service quality by order of importance. They include reliability, responsiveness (willingness to help customers and prompt service assurance), the ability to convey trust, empathy and individualized attention to customers. Other service quality measurement tools studies have found that well managed service companies have the following practices: strategic concept and top management support, high standards of service delivery, service monitoring systems, satisfying customer complaints and emphasis on employee satisfaction.

According to SERVEQUAL model based on gap theory, there are two alternative ways of measuring service quality: internal and external measures. Internal measures of service quality are designed to provide objective measures of the firm’s performance where external is concerned with measuring attitudes and opinions of customers. Provision of quality should exceed customer’s expectation. Customers compare perceived service. If the perceived service is below expectation they loose interest with the provider while the opposite creates loyalty (Okumbe, 2001).

Consequently the customer of the product or service is an important consideration in the achievement of the organization's objectives. Saavedra and Kwun (2000) observed that the customer has all votes. There is a role for marketing, strategy formulation and the like, but ultimately it all boils down to perceived, appreciated and consistently delivered service and quality to customers. Increasingly it is recognized that even the service of government/public institutions, credibility and the quality of service delivery matters a great deal for the country economic performance (Ngugi, 2008), hence the need to link performance contracting and service delivery.

1.1.4 Effect of Performance Contracting On Service Delivery

The use of Performance Contracts has been acclaimed as an effective and, promising means of improving the performance of public enterprises. Essentially, a Performance Contract is an agreement between a government and a public agency which establishes general goals for the agency, sets targets for measuring performance and provides incentives for achieving these targets (Hilmer, 1993). They include a variety of incentive-based mechanisms for controlling public agencies—controlling the outcome rather than the process. The success of Performance Contracts in such diverse countries as France, Pakistan, South Korea, Malaysia, India, and Kenya has sparked a great deal of interest in this policy around the world (Wheeler, 2001).

Universities are increasingly faced with the challenge to do things but with fewer resources and above all, differently performance contracts can be defined as a range of management instruments used to define responsibilities and expectations between parties to achieve mutually agreed results. Performance contracting provides a framework for generating desired behavior in the contest of devolved management structures.

Employers view performance contracting as a useful vehicle for articulating clearer definitions of objectives and supporting new management monitoring and control methods, while at the same time leaving day-to-day management to the managers themselves (Wheeler, 2001).

The first two parastatals to be on performance contracting were Kenya Railways in April 1989 and National Cereals and Produce Board signed in November 1990. The PC's of Kenya Railways Corporation and the National Cereals and Produce Board failed because of lack of political goodwill to drive this process (it was perceived as donor-driven), the PC's did not conform to the requirements of the three sub-systems of PC's as they lacked the performance incentive system and there was no provision for the impact of external factors such as changes in GoK policy, inflation and exchange rate fluctuations that would have made evaluation fair (Kobia and Mohammed, 2006).

1.1.5 Jomo Kenyatta University of Agriculture And Technology

Jomo Kenyatta University of Agriculture and Technology is situated in Juja, 36 kilometres North East of Nairobi, along Nairobi-Thika Highway. It was started in 1981 as a Middle Level College (Jomo Kenyatta College of Agriculture and Technology (JKCAT)) by the Government of Kenya with the generous assistance from the Japanese Government. Plans for the establishment of JKCAT started in 1977. In early 1978, the founding father of the nation, Mzee Jomo Kenyatta donated two hundred hectares of farmland for the establishment of the college.

The first group of students were admitted on 4th May 1981. H.E. Daniel Arap Moi formally opened JKCAT on 17th March 1982. The first graduation ceremony was held in

April 1984 with Diploma Certificates presented to graduates in Agricultural Engineering, Food Technology and Horticulture. University Vision is to be a University of global excellence in Training, Research and Innovation for development while its mission is to offer accessible quality training, research and innovation in order to produce leaders in the fields of Agriculture, Engineering, Technology, Enterprise Development, Built Environment, Health Sciences, Social Sciences and other Applied Sciences to suit the needs of a dynamic world.

1.2 Research Problem

The primary development goal for any university is to achieve broad-based, sustainable improvement in the standards of the quality of life for the students and the employees. Public universities play an indispensable role in the effective delivery of public services that are key to the functioning of a state economy. When the delivery of services is constrained or becomes ineffective, it affects the quality of life of the people and nation's development process. The principal role of any Public university is to maximize on the welfare of its students and employees and its development goal is to achieve broad based, sustainable improvement in the standards of the quality of life for its students and employees (AAPAM, 2005).

Despite their implementation of performance contracting, public universities in Kenya and JKUAT in particular have been confronted with many challenges which constrain their delivery capacities. There are problems in key areas such as in performance incentive systems and monitoring and evaluation systems that have adversely affected the delivery of services at JKUAT.

Previous studies conducted on performance contracting have concentrated on implementation (Ostroff, 1992) while one study has tackled the general impact of performance contracting in state corporations (Korir, 2006). Mugambi (2008) focused on the impact and perception of performance contracting on employee performance, and the challenges of implementation in state corporations, Kirathe (2006) did a study on the impact of performance contracting on the performance of companies in the energy sector while Mohamed (2009) conducted a study on the impact of performance contracting on organizational performance: a case study of Kenya Revenue Authority. However, no study has been done in Kenya so far to correlate performance contracting with effectiveness of service delivery. A knowledge gap therefore exists regarding the effect of performance contracting on service delivery among public universities, that is, whether performance contracting increases the service delivery. The purpose of this research is to determine the effects of implementation of performance contracting in public universities with specific reference to JKUAT.

1.3 Research Objective

To determine the effects of implementation of performance contracting on service delivery at JKUAT

1.4 Value of the Study

The study findings may provide pertinent information on the factors affecting implementation of performance contracts in public universities. The findings and recommendations will assist management in enhancing the use of performance contracts so as to enhance service delivery in public universities.

The study findings would be of interest and may enable the government know whether the reform initiatives have positively impacted on public universities and has been accepted or embraced by all the employees. The public universities reform secretariat and performance contract steering committee may find the findings useful in deployment of PCs in other service state corporations and government agencies yet to adopt the performance contracting.

The study findings would also lay a foundation for further research and understanding of the relationship between Performance Contracting and service delivery in public institutions and local authorities as a basis of policy decisions. Academicians in the area of strategic management and performance will also gain from this study as reference source.

Overall it would contribute to the academic pool of knowledge on effect of performance contracting. Performance Contracting, being a new management concept in Kenya, documentation of its outcomes will probably interest several scholars who are interested in learning more about this new management tool in order to research on its impact on service delivery in other public organizations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Performance

Performance can be regarded simply as the record of outcomes achieved on an individual basis; it is a record of a person's accomplishments (Sumlim, 2002). The Oxford English Dictionary defined performance as 'the accomplishment, execution, carrying out and working out of anything ordered or undertaken'. This refers to outcomes as well as results being achieved. Aldag (1987) defines performance as the accomplishment of some organisational goal.

A more comprehensive view of performance is thus achieved if it is defined as embracing both behaviour and outcomes. This is well put by Brumbrach, (1988) performance means both behaviour and results. Behaviours emanate from the performance and transform performance from abstraction to action. Not just the instruments for results, behaviours are also outcomes in their own right- the product of mental and physical effort applied to tasks and can be judged apart from results.

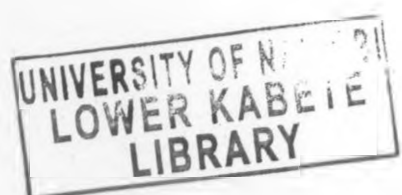
This definition leads to the conclusion that when managing the performance of teams and individuals, both inputs (behaviour) and output (results) need to be considered. This is the so-called 'mixed model' of performance management, which covers competence or capability and achievements as well as objective setting review Hartle, (1995). The definitions above will be our guiding principles in this study where performance will be regarded as outcome of that measurable effort both mental and physical that employees in companies quoted in Nairobi stock Exchange use to achieve prior defined goals and

which are SMART – Specific, measurable, attainable, relevant to the organisation and time bound. This is what the performance management is all about.

2.2 Performance Contracting

Performance contracting system originated in France in the late 1960s and was developed with great deal of elaboration in Pakistan and Korea and later in India (OECD, 1999). The system was adopted in developing countries in Africa, such as Nigeria, Gambia, Ghana and Kenya. Prior to this period the business environment was rather stable and therefore strategic planning was entrusted in the hands of the top management of the organization. This practice was counterproductive as managers who were implementers of the strategic plans were not involved at the formulation stage. Wheeler (2001) supports this view when he argues in his study that due to increased environmental turbulence in the early 1970's, especially 1973 top executives were forced to recast the way they looked at their business for survival. Certainly, a number of countries have successfully improved performance in their public sector by carefully examining and adapting performance contracting to their needs from the lessons learnt from international experiences. The concept of performance contracting has been effectively adopted in Bangladesh, China, India, Korea, Pakistan and Sri Lanka also in Argentina, Brazil, Bolivia, Chile, Colombia, Mexico, Uruguay and Venezuela. Other countries such as UK, USA, Canada, Denmark, Finland, Malaysia and others have successfully incorporated PC in their management system (Kueng, 2000).

They redefined performance management as a proactive management tool for achieving business goals and objectives, through a structured and continual process of motivating,



measuring and rewarding individual and team performance. Earlier, management tools for example the Carrot-and-Stick policies and behaviour which were common in the 19th Century Industrial Age had become increasingly irrelevant to modern management practices and therefore, this called for more flexible and adaptability in strategic planning, forcing managers responsible for implementing strategies be involved in all stages of strategy formulation (Trivedi, 2004).

Performance management is defined as a strategic and integrated approach to delivering sustained success to organisation through improving the performance of the people who work in the organisation and by developing their capabilities. Performance management is a way of getting better result from the teams and individuals by understanding and managing performance within the agreed framework of planned goals, standards and competence requirements. The process of management is owned and driven by the line management (Heskett, 2006).

Performance Contracting in Kenya can be traced to the early 1990s when a few state corporation namely Kenya Railways, National Cereals and Produce Board and Mumias Sugar attempted to develop and implement performance contract. Those that were implemented were unsuccessful. The performance contracting originated from the perception that the performance of the public sectors has been consistently falling below the expectation of the public. Performance contracting is part of the broader public sector reforms aimed at improving efficiency and effectiveness in the management of public service. The problem that have inhibited performance of government agencies are largely common and have been identified as excessive controls, multiplicity of principle, frequent political interference, poor management and outright mismanagement (RBM,

Guide, 2005), performance contracting is therefore seen as an effective tool for managing productivity.

The fundamental principle of performance contracting is the devolved management style where emphasis is management by outcome rather than management by processes. It therefore provides a framework for changing behaviour in the context of devolved management structure (GoK, 2004).

Kobia and Nura (2006) defined performance contracting as a Memorandum of Understanding (MoU). MoU is rooted in an evaluation system which not only looks at performance comprehensively but also ensures improvement of performance by making the autonomy and accountability aspect clearer and more transparent. While (OECD, 1999), defines performance contracting as a range of management instruments used to define responsibilities and expectations between parties to achieve mutually agreed results. Silvestro (1998) argues with a common definition of performance contracting can be found, there are a considerable variety of uses and forms for quasi-contractual arrangement.

Performance contracting is considered as essential tool for enhancing good governance and accountability for results in the public sector. Essentially a PC is an agreement between the government and a public agency (GoK, 2004). It establishes goals for the agency, sets targets for measuring its performance and provides incentives for achieving the targets; also sets mechanisms for controlling the outcome rather than the process. PC in State Corporation in Kenya focus on two levels: The first level is between the government and the Board of Directors (BOD). The BOD binds themselves to the

achievement of mutually agreed targets. The second level is between the BOD and the chief executives. The chief executive is charged with the management of a corporation and is therefore assigned the responsibility of ensuring that the contract the board has signed with the government is achieved (Mutali, 2008).

The Government of Kenya (GoK, 2004) defines performance contracting as a freely negotiated performance agreement between the government acting as the owner of the agency and the agency. It clearly specifies the intentions, obligations, responsibilities and powers of the parties. It addresses economic, social and other tasks to be discharged for economic or other desired gain. The fundamental principle of PC is the devolved management style where emphasis is management by outcome rather than management by processes. It therefore provides a framework for changing behaviour in the context of devolved management structure.

2.2.1 Implementation of Performance Contracts

Performance contracts clearly spell out the desired end results expected of the contractor or officers who have signed the contracts. The manner in which the work is to be done is left up to the officer who is given as much freedom as possible in figuring out how best to meet the organization's performance objective (Kueng, 2000).

The performance aspect of the plan obtains agreement on what has to be done to achieve objectives, raise standards and improve performance. In terms of skills development, the staff member and the manager identify and agree on the training requirement, development and information needs of the staff member to meet their performance which on a large extend would meet the business needs. This includes selecting options and the

development of an action plan to access the opportunities identified (Armstrong, 2006). Similarly, under performance monitoring, the staff member provides regular feedback to the manager on their progress towards the achievements of the agreed performance objectives. The manager provides regular formal and informal feedback on their assessment of the staff member's achievements.

As part of performance management, performance contracting is a central element of new public management, which is a global movement reflecting liberation management and market-driven management. Liberation management means that public sector managers are relieved from a plethora of cumbersome and unnecessary rules and regulations which usually hinders quick decision making in the organization. According to GoK (2004), a performance contract is a management tool for measuring negotiated performance targets. It is a freely negotiated performance agreement between the government, acting as the owner of public agency on one hand, and the management of the agency on the other hand. The performance contract specifies the mutual performance obligations, intentions and the responsibilities of the two parties. Similarly, it also addresses economic/social and other tasks to be discharged for economic or other gain. It organizes and defines tasks so that management could perform them systematically, purposefully and with reasonable probability of achievement.

These also assist in developing points of view, concepts and approaches to determine what should be done and how to go about doing it. The expected outcome of the introduction of the performance contracts includes improved service delivery, improved efficiency in resource utilization, institutionalization of a performance-oriented culture in the public service, measurement and evaluation of performance, linking rewards and

sanctions to measurable performance, retention or elimination of reliance of public agencies on exchequer funding, instilling accountability for results at all levels and enhancing performance (Luecke and Katz, 2003).

Notions of public sector accountability have become widely used in the 1990s, with formal system of accountability being built into legislation and rules and regulations for government bodies. Performance information is necessary for the discharge of accountability and financial and accountable information is often employed in determining accountability. Public universities are increasingly subject to control by the government and performance measures are required to be reported to assess “value for money” and notions of financial accountability in a hierarchical model of financial control (Prentice, 2007). Performance measures have a significance role in managerial or internal control in ensuring that organisation is managed in the best interest of all stakeholders. It is thus important for both external and internal accountability.

The implementation of a performance contract is monitored through quarterly and annual reports by the institutions in their performance. The public reform directorate is expected to carry out inspections to verify that what the institutions set out to accomplish has actually been achieved. Other than the performance contract between the universities and the government, the universities also develop performance contract with their staff (Okumbe, 2001).

2.3 Performance Contracting and Service Delivery

According to Heskett (2006), the purpose of performance appraisals should be to drive better business results for the organization by making sure that the daily efforts of

employees directly contribute to both their team's goals and the goals of the organization. In addition, performance is the other side of personal development. It is better to refer to performance appraisal as 'personal development reviews' to make the process (fit) more strategically with overall organizational performance goals and objectives.

2.3.1 Performance Targets and Service Delivery

Agreeing appropriate objectives and making effective use of appraisals can improve organizational performance and also facilitate assessment of how well the employees are performing. Establishing clear defined objectives helps employees to focus on specific tasks and corporate goals. To monitor and assess how employees are performing, it is useful to set clear objectives with qualifiable performance. Involving staff in setting targets can ensure that they are more motivated to meet them and they identify better ways of carrying out the tasks. The benefits for defining performance targets include ensuring every employee contribution fits into the organization's goals (Kueng, 2000), helping individual employees to understand their role and feel more valued, creating standards to measure quantity and quality of employees' work, and monitor performance of the Organization.

Focusing on organization and individual activity through the use of targets linked to strategic aims can be a powerful tool but careful consideration needs to be given to what is targeted, how targets are applied and who targets are applied to (Ashton and Sung, 2005). Targets can also be viewed as an extreme form of management which all employees will not respond positively to. Performance appraisal includes activities to ensure goals are consistently being met in an effective and efficient manner. Performance

management can focus on performance of the organization, department, product and employee.

Ascher (1996) came up with the practice of management by objectives .He derived it as a principle of management aimed at harmonizing individual manager goals with those of the organization with a view to improve the overall performance. Management by objective enables management of the organization to concentrate their efforts on obtaining desired results from key areas of the business. It provides an opportunity for managers to collaborate in identifying key areas for results and establishing appropriate performance standards against which results can be measured. JKUAT services delivery standards and performance which are central to its mission have long been the concern of customers and this has affected quality of service delivery. Of paramount importance is that the meet the expectations of the customer on service delivery

2.3.2 Performance Incentive System and Service Delivery

Performance incentive system is also critical in the link between performance contracting and service delivery. It is demonstrated through employee empowerment and development, and reward system. Empowerment is defined as sharing with frontline employees three organizational ingredients: performance knowledge that enables employees to understand and contribute to organizational performance, rewards based on the organization performance, and power to make decisions that influence organization's direction and performance (Luecke and Katz, 2003). Empowerment exists when companies implement practices to distribute power, information, knowledge and rewards

throughout the organization. In addition, empowerment produces more satisfied customers and employees.

Employee development is a joint effort on the part of an employee and the organization to upgrade the employees' skills and abilities. Employee development programmes make positive contributions to organizational performance. A highly skilled workforce accomplishes more. Retention of employees saves the organization money. One way of retaining employees is to provide opportunities to develop new skills. Development was one of the top three items of what retained employees (Taylor, 2002).

In addition, employee reward programmes are among strategies to build a motivated workforce. Employee rewards is a key to reinforcing desired behaviour and developing new habits. They also build a connection between meeting personal and organization goals. Various agents including those in the public sector respond to incentives and that incentives can promote effort and performance (Prentice, 2007).

Finally, employee attitude also influences organization performance. Attitude is a personal opinion or feeling towards a given subject and attitudes usually lead to specific behaviours. To create a positive impact based on an individual's attitude, one must influence the individual to identify with the desired attitude by creating personal interest and value so that the person is more inclined to correspond with the desired attitude, leading to the desired behaviour. Employee's attitudes and behaviours are usually related in one way or another. Negative perspective of their jobs by employees will lead to non-concern of their job performance, whereas a positive perspective will make the employee

take pride in doing the job correctly, become a team player and look for ways to improve the company performance as a whole.

Rewards and recognition are some of ingredients of motivation. They can be defined as benefits which are conferred to employees as acknowledgement of superior performance with respect to goals. Rewards for quality efforts appear to have a significantly positive relationship to employee morale. All organizations should be concerned with what should be done to achieve sustained high levels of performance through people, Armstrong (2003). This means giving close attention to how individuals are motivated through such means as incentives, rewards, and importantly the work they do and the organization context within which they carry out that work. If staff is de-motivated in one way or another there will be serious breakdown of service delivery and quality of service negatively affected

2.3.3 Performance Monitoring and Evaluation and Service Delivery

A crucial factor in the success and effectiveness of employee performance evaluation is the monitoring of employee's performance. This means to regularly check how the employees are performing their duties and responsibilities against service standards and targets. The employee performance evaluation provides strict monitoring to ensure that the employees meet the goals of the organization. With strict monitoring issues relative to employee performance can be immediately addressed and management can obtain data to evaluate performance. With monitoring and evaluation, management can identify the employees that are exceeding or failing to meet performance expectations and institute the corresponding action. Monitoring will mean consistently measuring performance and

providing ongoing feedback to employees on their progress towards achieving standards and performance targets.

Performance appraisal is a method by which the job performance of an employee is evaluated by the supervisor. Evaluation and monitoring gives feedback on performance, identifies training needs, and forms the basis for rewards and sanctions. The productivity of any organization is directly correlated to the effectiveness of the support systems (monitoring and evaluation) depending on the type of organizational business (Subraniam, 2004).

Performance appraisal is a process by which an organization measures and evaluates an individual employees behaviour and accomplishments for a given period. Armstrong (2003) asserts that performance appraisal is a strategic and integrated approach to delivering sustained success to the organization by improving the performance of the employees by developing their capabilities. Cole (2002) views performance appraisal as a systematic evaluation of the individual employee performance on the job and of their potential development.

According to Okumbe (2001) performance appraisal is the process of arriving at judgements about individuals past or present performance against the background of their work environment and about their future potential for the organization. The primary purpose of performance appraisal is to facilitate change in individual behaviour in order to achieve personal and organization goals. The foundations of performance are the standards or goals (targets) set to determine performance expectations.

Businesses are constantly attempting to increase employee efficiency and therefore managers are becoming more concerned in improving employee productivity. This consecutively increases the organization performance and for JKUAT service delivery. Performance evaluation and monitoring contributes to effective management of employees in order to achieve high levels of organizational performance. It is a systemic process that leads to improved organizational effectiveness in the accomplishment of the organization mission and goals. JKUAT service delivery standards and performance are central to its mission.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

This research was conducted through a descriptive cross-sectional design. This design is preferred for this study as it offered the researcher the methodology to investigate the perceived effect of performance contracting on service delivery at Jomo Kenyatta University of Agriculture And Technology in the natural setting. The method was chosen since it is more precise and accurate since it involves description of events in a carefully planned way (Babbie, 2004).

3.2 Target Population

The study population comprised of the 316 JKUAT staff in main campus and 5213 students. The target population was divided into eleven divisions. The same department may comprise of students of any level of study (second year, third year, and first year).

Table 3.1. Target Population

Departments/Sections	Target population (staff)	Target population (students)
Legal office	8	
Registrar's office	15	
Finance office	9	
Procurement	12	
Food science	43	1014
Social Science & Humanities	48	869
Architectural engineering	76	1303
Library	21	338
Mechanical engineering	51	1255
ICT	21	338
Bookshop	12	97
	316	5213

3.3 Sampling

The study adopted the stratified random sampling to select 60 staff members and 100 students. This is because the study population is not homogeneous as it comprise of staff in different disciplines and working in different departments/sections. In addition, the students undertake different courses. The goal of this sampling technique was to ensure that these staff and students in different departments and sections are adequately represented in the sample (Mugenda et al, 2003). The researcher further visited the randomly selected sections/departments to collect data from the staff and students on the subject matter in line with the study objectives.

3.4 Data Collection

The researcher used primary data collected using a self administered semi structured questionnaire. The questionnaire was structured to include both closed and open-ended

questions to allow variety. The questionnaire had two (2) parts. Part "A" sought personal data of the respondent and general data. Part "B" sought information related to effect of performance contracting on service delivery. The researcher administered the questionnaire individually to all respondents using a drop and pick later method.

3.5 Data Analysis

The quantitative data once collected was checked for completeness and consistency. The researcher edited all the data received before actual data analysis was undertaken, to identify inconsistencies and establish uniformity. The data was then cleaned, coded, and keyed into the computer. The data was then analyzed using descriptive statistics. The descriptive statistical tools such as Statistical Package for the Social Sciences (SPSS) was used. The findings were presented using tables and figures. These were used to summarize responses for further analysis and facilitate comparison. Data from open ended questions was analyzed qualitatively. The data was organized based on the research questions. The presentation was in a narrative form describing the research's objectives and was presented in textual form/explanations.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION

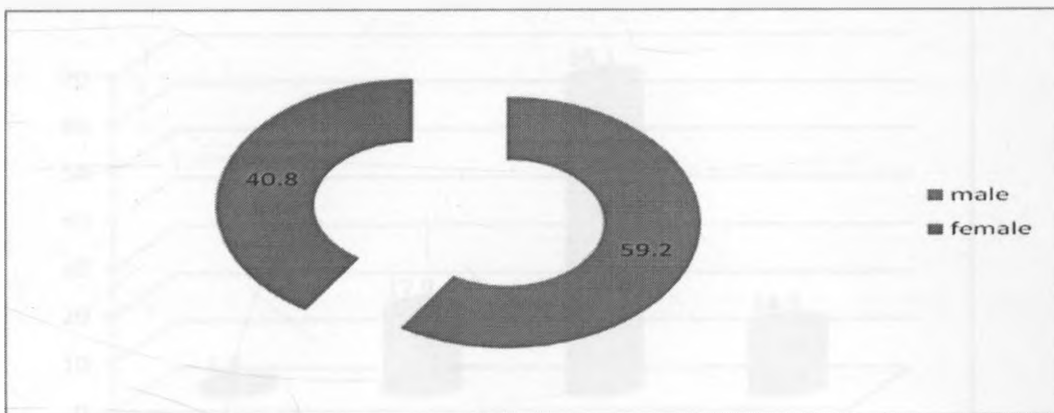
4.1 Response Rate

The researcher targeted a sample size of 160 respondents from which 124 filled in and returned the questionnaires making a response rate of 77.5%. This response rate was good and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

4.2 Demographic Information

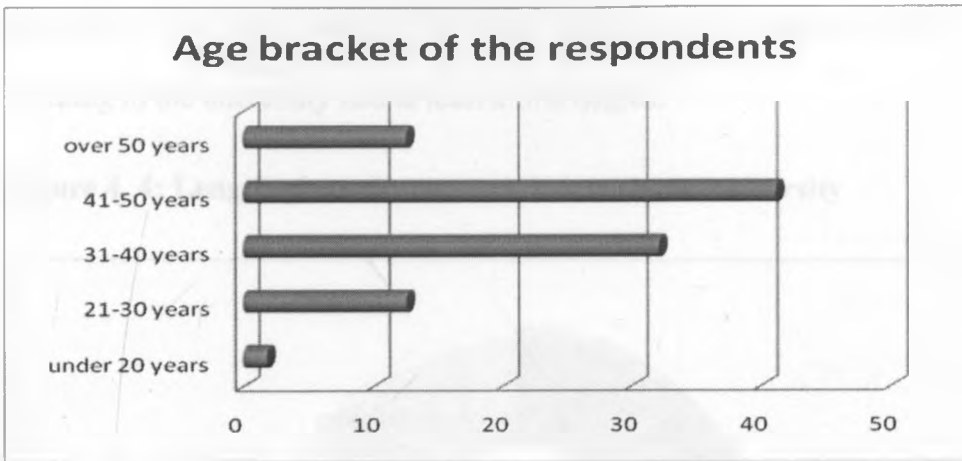
4.2.1 Gender Distribution

Figure 4. 1: Gender distribution of Management Respondents



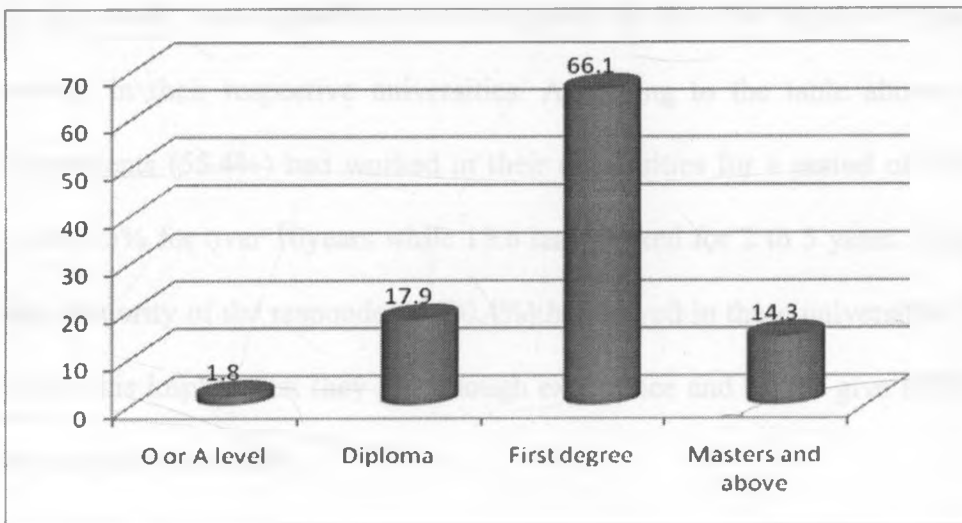
The findings of figure 4.1 show the gender of management respondents. From the findings the study established that majority of respondents were males as shown by 59%, while females were 40% of the respondents,

Figure 4. 2: Age Bracket of the Respondents



According to the figure above, 41.1% of the respondents were aged between 41 and 50 years, 32.1% were between 31 to 40 years in age, 12.5% were either aged between 21 and 30 years or were over 50 years of age while 1.8% were under 20 years of age.

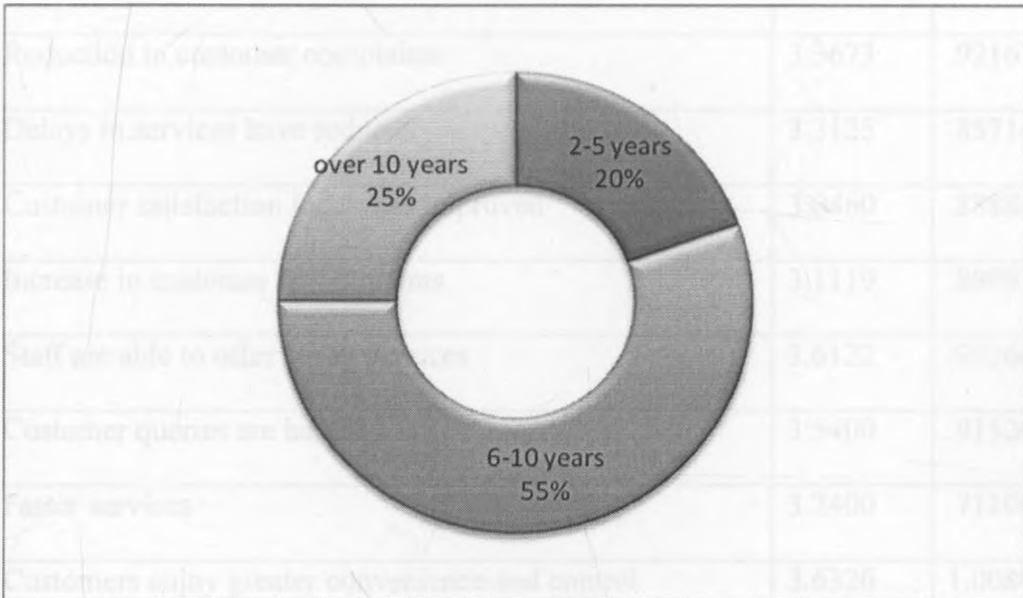
Figure 4. 3: Academic and professional qualifications



The researcher also aimed at establishing academic and professional qualifications of the respondents. The data findings were presented finding the table above. Majority of the

respondents (66.1%) had their first degrees, 17.9% had a diploma 14.3% had a masters and above while 1.8% had O or A level. This shows that majority (80.4%) of the people working in the university had at least a first degree.

Figure 4. 4: Length of continuous services with the university



In this study, the respondents were required to state the length of time of continuous service in their respective universities. According to the table above majority of the respondents (55.4%) had worked in their universities for a period of between 6 and 10 years, 25% for over 10years while 19.6 had worked for 2 to 5 years. It depicts therefore that, majority of the respondents (80.4%) had stayed in these universities for more than 6 years; this implies that they had enough experience and would give reliable information as sought by this study.

4.3 Effect of Performance Contracting On Service Delivery

Table 4. 1: Extent that performance contracting enhance the various aspects of service delivery at JKUAT

	Mean	Std dev
Reduction in customer complaints	3.3673	.92167
Delays in services have reduced	3.3125	.85714
Customer satisfaction index has improved	3.0460	.88880
Increase in customer compliments	3.1119	.89893
Staff are able to offer better services	3.6122	.99360
Customer queries are handled faster	3.5400	.91520
Faster services	3.2400	.71100
Customers enjoy greater convenience and control	3.6326	1.00805
Faster response to customer enquiries and problems	3.7000	.91566

The study sought to establish the respondents' level of agreement with various statements with respect to performance contracting and service delivery at the JKUAT. From the findings as reported, the majority of respondents were in agreement that faster response to customer enquiries and problems as shown by a mean score of 3.7000, customers enjoy greater convenience and control as shown by a mean score of 3.6326, staff are able to offer better services as shown by a mean score of 3.6122 and customer queries are handled faster as shown by a mean score of 3.5400.

They were however neutral on the fact that reduction in customer complaints as shown by

a mean score of 3.3673, delays in services have reduced as shown by a mean score of 3.3125, faster services as shown by a mean score of 3.2400, increase in customer compliments as shown by a mean score of 3.1119 and customer satisfaction index has improved as shown by a mean score of 3.0460.

4.3.1 Performance Target setting

Table 4. 2: Level of agreement with statements about performance target setting with respect to service delivery at JKUAT

	Mean	Std dev
Targets set for each employee are realistic and are arrived at after consultation between employee and employer.	4.1041	1.06466
Achievable standards are set in the organization	3.7755	1.01141
There are Clear and flexible measurement instrument at JKUAT	3.9183	.73598
Performance contracting has resulted in employee empowerment	3.9200	.78626
Staff are involved in targets setting	3.4000	.79057

The study also wanted to establish the respondent’s extent of agreement with various on standards and performance targets. According to the study, majority of the respondents were in agreement that targets set for each employee are realistic and are arrived at after consultation between employee and employer as shown by a mean score of 4.1041, performance contracting has resulted in employee empowerment as shown by a mean score of 3.9200, there are clear and flexible measurement instrument at JKUAT as shown by a mean score of 3.9183 and achievable standards are set in the organization as shown

by a mean score of 3.7755 while they remained neutral on the fact that staff are involved in targets setting as shown by a mean score of 3.4000.

4.3.2 Performance Incentive/Reward system

Table 4. 3: Extent that various facets of performance incentive/reward system affect service delivery at the organization.

	Mean	Std dev
Reward mechanisms	3.5600	.96009
Reward mechanisms	3.5600	.94761
Peer review and development	2.4489	1.00212
Competence assessment and development	3.7200	1.16970
Fair system for all employees	3.4600	1.07103
Adequacy of the compensation/ reward scheme	3.5330	.86041
Promotions are more transparent	4.0816	1.05423

The respondents were also requested to indicate the extent that various facets of performance incentive/reward system affect service delivery at the organization. From the results of the study, the respondents indicated that the facets of performance incentive/reward system affect service delivery at JKUAT to a great extent include promotions are more transparent as shown by a mean score of 4.0816, competence assessment and development as shown by a mean score of 3.7200, reward mechanism and reward mechanisms as shown by a mean score of 3.5600 and adequacy of the compensation/ reward scheme as shown by a mean score of 3.5330. Those that had a

moderate effect include fair system for all employees as shown by a mean score of 3.4600 and peer review and development as shown by a mean score of 2.4489.

4.3.3 Monitoring and Evaluation

Table 4. 4: Level of agreement with statements about monitoring and evaluation with respect to service delivery at JKUAT

Statement	Mean	Std dev
The performance contract and evaluation tool used is adequate	3.2400	1.03181
Methods of evaluation on performance contracting are well understood	3.2916	.85117
There is continuous monitoring and evaluation	3.6800	.70711
Results of the monitoring and evaluation are influenced by the appraiser	3.2800	1.02602
Evaluation system in performance contracting is fair to all	3.1200	1.07024
There is feedback of monitoring and evaluation results	3.7600	.96583

The study further requested the respondents to indicate their extent of agreement with statements on monitoring and evaluation. From the study findings, most of the respondents were not sure of the following; methods of evaluation on performance contracting are well understood, mean 3.2916; results of monitoring and evaluation are influenced by the appraiser, mean 3.2800 and evaluation system in performance contracting is fair to all with a mean of 3.1200. The respondents did agree that there is continuous monitoring and evaluation with a mean of 3.6800 and there is feedback of monitoring and evaluation results at a mean of 3.7600. Management respondents are not sure on the effect of performance monitoring and evaluation on service delivery at a composite mean of 3.338.

4.4 Service Delivery

4.4.1 Perceptions of the Reliability of Services Provided

The study sought to establish the perceptions of the reliability of various services provided by the banks.

Table 4. 5: Reliability Scale Item

	Mean	Std. Deviation
Performing services right the first time	4.0465	3.33575
Maintaining error free records	3.8023	.89205
Ability to perform the promised service accurately and dependably	3.7907	.93452
Providing services at the promised time	3.7558	.86685
Dependability in handling customer's problems	3.5698	.91447
Ability to provide services as promised	3.4706	1.00698

On the perceptions of the reliability of services provided the banks, the study found that the banks are good in performing services right the first time, maintaining error free records, ability to perform the promised service accurately and dependably, providing services at the promised time and dependability in handling student's problems as shown by a mean score of 4.0465, 3.8023, 3.7907, 3.7558 and 3.5698 respectively while they were fair in their ability to provide services as promised as shown by a mean score of

3.4706. This is in line with Stewart and Grout (2001) that reliability is the ability to perform the promised service consistently, dependably, and accurately.

4.4.2 Perceptions of Responsiveness of Services

The study sought to establish the perceptions of the responsiveness of various services provided the banks.

Table 4. 6: Responsiveness Scale Item

	Mean	Std. Deviation
Understand exactly what each student needs	4.0698	5.65226
Readiness of staff to respond to students requests	4.0116	.97612
Informs client when services will be performed	3.9651	.87377
Prompt service to students	3.9302	1.01507
Willingness by staff to help students	3.8488	1.01190
Communicating regularly with the student	3.6047	1.11965

On the perceptions of the responsiveness of services provided by the banks, the study found that the banks are good in understand exactly what each student needs as shown by a mean score of 4.0698, readiness of staff to respond to students requests as shown by a mean score of 4.0116, informing client when services will be performed as shown by a mean score of 3.9651, prompt service to students as shown by a mean score of 3.9302, willingness by staff to help students as shown by a mean score of 3.8488 and communicating regularly with the student as shown by a mean score of 3.6047. This is

consistent with Parasuraman et al. (2005) who indicated that when a student requests for assistance, they expect an appropriate and fast response. Students can be quite tolerant as long as they believe the student service staff are doing the best they can to help and if they have information about the status of their request.

4.4.3 Perceptions of Assurance of Services

The findings below show the rating of perceptions of the assurance of services provided by the banks.

Table 4. 7: Assurance Scale Item

	Mean	Std. Deviation
Making students feel safe in transactions	4.6349	5.32574
Ability to perform the promised service dependably and accurately (credibility)	4.5000	5.57252
Staff technical knowledge to answer student questions	4.4302	5.59735
Confidence instilled in students by staff	4.1512	2.17211
Courtesy of staff to students	3.9529	.85782

The study established that the banks were excellent in making students feel safe in transactions and ability to perform the promised service dependably and accurately (credibility) as shown by a mean score of 4.6349 and 4.5000 respectively. They also said that the banks are good in staff technical knowledge to answer student questions,

confidence instilled in students by staff and in courtesy of staff to students as shown by a mean score of 4.4302, 4.1512 and 3.9529 respectively.

4.4.4 Perceptions of Empathy of Services Provided

The students were also requested to indicate their level of agreement with the statements provided that related to empathy of services provided.

Table 4. 8: Empathy Scale Item

	Mean	Std. Deviation
A composite of understanding and access	4.6628	5.54895
Convenience of office business hours	4.0581	.93751
Staff understanding of student needs	3.6824	1.04894
Individualized attention to students by staff	3.6512	1.01480
Employees who deal with students in a caring fashion	3.5698	1.18362
Students' best interest at heart by staff	3.5465	1.21420

From the study findings, most of the students were in agreement that the banks were excellent in a composite of understanding and access as shown by a mean score of 4.6628. The banks were found to be good at convenience of office business hours as shown by a mean score of 4.0581, staff understanding of student needs as shown by a mean score of 3.6824, individualized attention to students by staff as shown by a mean score of 3.6512, employees who deal with students in a caring fashion as shown by a mean score of 3.5698 and students' best interest at heart by staff as shown by a mean

score of 3.5465. This concurs with Parasuraman et al. (2005) who observed that empathy involves treating students as unique individuals, the caring and individualized attention provided to students includes approachability and ease of contact with the service provider and their efforts to understand students' needs and listening to students' concerns and providing them with a positive solution is how you show empathy.

4.4.5 Perceptions of the Tangible Attributes of Services Provided

The study also sought to establish the extent that the perceptions of the tangible attributes of services.

Table 4. 9: Tangibles Scale Item

	Mean	Std. Deviation
Neatness and professionalism of staff in appearance	4.3372	.79128
Visual appeal of the office facilities	4.2558	9.71135
Appeal of serviced equipment	4.0698	.90477
Modernity of the office equipment	3.9186	.93576

According to the findings, majority of the students indicated that the banks were good in neatness and professionalism of staff in appearance, visual appeal of the office facilities, appeal of serviced equipment and modernity of the office equipment as shown by a mean score of 4.3372, 4.2558, 4.0698 and 3.9186 respectively. In line with this, Akbaba (2006) observed that physical evidence (tangibles) is critical in services as it is used as a cue to provide the client with an indication of the service offered, while it also impacts on the way in which the service is positioned and differentiated.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

This study revealed that since the performance contract was introduced, there has been faster response to customer enquiries and problems, customers enjoy greater convenience and control, staff are able to offer better services and customer queries are handled faster. However, there was no reduction in customer complaints, delays in services have not reduced, there were no faster services, there was no increase in customer compliments and customer satisfaction index has not improved.

The study found that targets set for each employee are realistic and are arrived at after consultation between employee and employer, performance contracting has resulted in employee empowerment, there are clear and flexible measurement instrument at JKUAT and achievable standards are set in the organization.

It was clear that the facets of performance incentive/reward system affect service delivery at JKUAT to a great extent include promotions are more transparent, competence assessment and development, reward mechanism and adequacy of the compensation/reward scheme.

The study deduced that there is continuous monitoring and evaluation and there is feedback of monitoring and evaluation results. Management respondents are not sure on the effect of performance monitoring and evaluation on service delivery.

The study deduced that the university is good in performing services right the first time,

maintaining error free records, ability to perform the promised service accurately and dependably, providing services at the promised time and dependability in handling student's problems.

It was also clear that the banks are good in understand exactly what each customer needs, readiness of staff to respond to customers requests, informing client when services will be performed, prompt service to customers, willingness by staff to help customers and communicating regularly with the customer.

On the perceptions of the assurance of services provided by the university, the study found that the banks were excellent in making customers feel safe in transactions and ability to perform the promised service dependably and accurately (credibility) while they were good in staff technical knowledge to answer customer questions, confidence instilled in customers by staff and courtesy of staff to customers.

The study established that the university were excellent in a composite of understanding and access. The banks were found to be good at convenience of office business hours, staff understanding of customer needs, individualized attention to customers by staff, employees who deal with customers in a caring fashion and customers' best interest at heart by staff. The study further deduced that the university were good in neatness and professionalism of staff in appearance, visual appeal of the office facilities, appeal of serviced equipment and modernity of the office equipment.

5.2 Conclusions

From the findings, the study concludes that since the PC was introduced, there has been faster response to customer enquiries and problems, customers enjoy greater convenience and control, staff are able to offer better services and customer queries are handled faster.

The study also concludes that targets set for each employee are realistic and are arrived at after consultation between employee and employer and that performance contracting has resulted in employee empowerment. The facets of performance incentive/reward system affect service delivery at JKUAT to a great extent include promotions are more transparent, competence assessment and development, reward mechanism.

The study finally concludes that there is continuous monitoring and evaluation and there is feedback of monitoring and evaluation results which enhance service delivery at the university.

5.3 Recommendations

From the study findings and conclusions, the study recommends that in order to maintain high standards of service delivery, there is need to link performance contracting and compensation/ reward system, and to develop a systematic monitoring and evaluation mechanisms for the corporation in order to enhance performance contracting.

The study also recommends that in order to serve them better, JKUAT should increase on the accessibility of services, improve on their customer care services, improve on facilities, diversify their services, automate their services, market their services to increase public awareness, motivate staff, train staff on customer care, improve security

in the system, training staff on the emerging trends in the market, especially customer relations and differentiate their services to ensure efficient and quality service delivery.

5.4 Limitations of the Study

The main limitations of this study were;

Some respondents refused to fill in the questionnaires. This reduced the probability of reaching a more conclusive study. Fear and victimization by respondents is also likely to limit the study some employees may be unwilling to divulge information for fear of victimization by their superiors and slow pace of respondents also limited the study. Further, most of the respondents were busy throughout and had to continuously be reminded and even persuaded to provide the required information. However, conclusions were made with this response rate.

The small size of the sample could have limited confidence in the results and this might limit generalizations to other situations.

Time- Due to official duties time was a major concern. Finally, Illiteracy level of customers interviewed also affected the study given the fact that not all customers are able to read and respond to the questions they are asked.

5.5 Suggestions for Further Research

The study recommends that a similar study should be carried out on other state corporations and other government entities such as municipal councils so as to establish the effect of Performance Contracting on service delivery as each has a different strategic approach.

It is also apparent from the study findings that there is need for further study in the following areas: employee perception of performance contracting, the effectiveness of performance contracts tool, and the link between reward system and performance contracting in organizations.

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APPENDICES

Appendix I: Introduction letter

Dear respondent,

My name is Olive Nelima Sifuna. I am an MBA student at the University of Nairobi. I am conducting a research on the topic “Effect of performance contracting on service delivery at Jomo Kenyatta University Of Agriculture And Technology” as a requirement for the completion of my course. I would like to request you to answer the following questions for me. The findings will be used for academic purposes only.

I look forward to your co-operation.

Yours Faithfully,

OLIVE NELIMA SIFUNA

Appendix II: Staff Questionnaire

SECTION A: DEMOGRAPHIC INFORMATION (TICK ONE)

1) What is your gender?

Male Female

2) Age in years

Below 25 26 – 35

36 – 45 Above 45

3) What is your highest academic qualification?

Diploma Degree

Masters Others(specify) _____

4) For how many years have you been working at JKUAT?

Below 3 years 3-5 years

5-10 years Over 10 years

SECTION B: EFFECT OF PERFORMANCE CONTRACTING ON SERVICE DELIVERY

5) To what extent does performance contracting enhance the following in your organization?

	Not at all	Low extent	Moderate extent	Great extent	Very great extent
Reduction in customer complaints					
Delays in services have reduced					
Customer satisfaction index has improved					
Increase in customer compliments					
Staff are able to offer better services					
Customer queries are handled faster					
Faster services					
Customers enjoy greater convenience and control					

Faster response to customer enquiries and problems					
--	--	--	--	--	--

Performance Target setting

6) What is your opinion of the following statements about performance target setting with respect to service delivery at JKUAT? (Indicate the appropriate variable by putting a cross [X]. 1=strongly disagree, 2=disagree, 3=not sure, 4=agree, 5=strongly agree)

	1	2	3	4	5
Targets set for each employee are realistic and are arrived at after consultation between employee and employer.					
Achievable standards are set in the organization					
There are Clear and flexible measurement instrument at JKUAT					
Performance contracting has resulted in employee empowerment					
Staff are involved in targets setting					

Performance Incentive/Reward system

7) To what extent do the following affect service delivery at your organization?

	Not at all	Low extent	Moderate extent	Great extent	Very great extent
Reward mechanisms					
Reward mechanisms					
Peer review and development					
Competence assessment and development					
Fair system for all employees					
Adequacy of the compensation/ reward scheme					

	Not at all	Low extent	Moderate extent	Great extent	Very great extent
Promotions are more transparent					

Monitoring and Evaluation

8) What is your opinion of the following statements about monitoring and evaluation with respect to service delivery at JKUAT? (Indicate the appropriate variable by putting a cross [X]. 1=strongly disagree, 2=disagree, 3=not sure, 4=agree, 5=strongly agree)

Statement	1	2	3	4	5
The performance contract and evaluation tool used is adequate					
Methods of evaluation on performance contracting are well understood					
There is continuous monitoring and evaluation					
Results of the monitoring and evaluation are influenced by the appraiser					
Evaluation system in performance contracting is fair to all					
There is feedback of monitoring and evaluation results					

9) Kindly give some suggestions on what can be done to improve service delivery at the university.

.....

.....

.....

THANK YOU!!

Appendix III: Students Questionnaire

SECTION A

1) Gender Male [] Female []

2) Your age bracket (Tick whichever appropriate)

Under 18 [] 19 – 21 [] 22 – 24 []

25 – 27 [] 28-30 [] 31 and Above []

SECTION B

DIRECTIONS: For each of the following statements, please indicate the extent to which you believe JKUAT had the characteristic described by the statement. Do this by selecting one of the five numbers next to each statement. If you rate the description by the statement as excellent, circle number 5. If you rate the description by the statement as, circle number 1. Otherwise, circle one of the numbers in between which represents your feelings.

ITEM	Very Poor	Poor	Fair	Good	Excellent
PART 1: RELIABILITY					
Ability to provide services as promised	1	2	3	4	5
Dependability in handling problems	1	2	3	4	5
Performing services right the first time	1	2	3	4	5
Providing services at the promised time	1	2	3	4	5
Maintaining error free records	1	2	3	4	5
Ability to perform the promised service accurately and dependably	1	2	3	4	5
PART 2: RESPONSIVENESS					
Informs client when services will be performed	1	2	3	4	5
Prompt service to students	1	2	3	4	5
Willingness by staff to help students	1	2	3	4	5
Readiness of staff to respond to students requests	1	2	3	4	5

Understand exactly what each student needs	1	2	3	4	5
PART 3: ASSURANCE					
Confidence instilled in students by staff	1	2	3	4	5
Making students feel safe in transactions	1	2	3	4	5
Courtesy of staff to students	1	2	3	4	5
Staff technical knowledge to answer student questions	1	2	3	4	5
Ability to perform the promised service dependably and accurately (credibility)	1	2	3	4	5
Ability to perform the promised service dependably and accurately (credibility)	1	2	3	4	5
PART 4: EMPATHY					
Individualized attention to students by staff	1	2	3	4	5
Employees who deal with students in a caring fashion	1	2	3	4	5
Students' best interest at heart by staff	1	2	3	4	5
Staff understanding of student needs	1	2	3	4	5
Convenience of office business hours	1	2	3	4	5
A composite of understanding and access	1	2	3	4	5
PART 5: TANGIBLES					
Modernity of the office equipment	1	2	3	4	5
Visual appeal of the office facilities	1	2	3	4	5
Neatness and professionalism of staff in appearance	1	2	3	4	5
Appeal of serviced equipment Appearance of physical facilities, equipment, personnel, and communication material, location, access. appearance of equipment, physical facilities, and personnel	1	2	3	4	5

THANK YOU