

Influence of Performance Management on Public Service Delivery (A Case of County Government of Mombasa)

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Abstract

Effective Performance Management Helps Organizations Ensure That Employees Understand Their Roles, Receive Constructive Feedback, And Have The Support They Need To Achieve Their Goals And Organizations' Objectives. Performance Management Field Is Constantly Evolving Thereby Requires An Effective Performance Management System. Despite The Enormous Benefits, The County Government Of Mombasa Is Yet To Effect A Performance Management System Thereby Affecting Public Service Delivery. The Study Was On Effects Of Performance Management On Public Service Delivery In The County Government Of Mombasa. The Specific Objectives Were: To Establish The Influence Of Staff Training On Service Delivery, To Establish The Relationship Between Recognition And Rewards And Service Delivery, To Investigate The Influence Of Performance Appraisal System On Service Delivery, And To Determine The Extent To Which Customer Service Charter Influences Service Delivery In The County Government Of Mombasa. The Study Employed A Descriptive Research Design Of Collecting Data From Staff Of The County Government Of Mombasa. The Target Population Was 77 Officers. Probability Sampling Methodology Was Adopted In The Study. Both Structured And Semi-Structured Questionnaires Were Deployed For Data Collection. Open And Closed Ended Questions Were Used To Gather Data. The Data Collected Was Classified And Systematically Evaluated For Consistency, Quantitatively And Qualitatively Analyzed Using Frequency Percentage Tables. Inferential Statistics Was Also Used To Analyze And Interpret The Data. The Study Findings Established That Staff Training, Recognition And Rewards, Performance Appraisal System, Customer Service Charter, Have Causal Effect On Public Service Delivery In Mombasa County. It Was Therefore Concluded That Training Programs That Are Valued By Employees Enhance Their Level Of Satisfaction, Motivation, And Commitment To The Organization Hence Enhanced Service Delivery.

Keywords: *Performance Management; Service Delivery; Performance Appraisal System*

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I. Background of the Study

Performance management (PM) is the process of ensuring that a set of activities and outputs meets an organization's goals in an effective and efficient manner. It can focus on the performance of a whole organization, a department, an employee, or the processes in place to manage particular tasks. Performance management standards are generally organized and disseminated by senior leadership at an organization and by task owners, and may include specifying tasks and outcomes of a job, providing timely feedback and coaching, comparing employees' actual performance and behaviors with desired performance and behaviors, eventually instituting rewards or sanctions. It is necessary to outline the role of each individual in an organization in terms of functions and responsibilities to ensure that performance management is successful, Wikipedia (2023).

Performance management is one of the important key activities performed by organizations to monitor the performance of their employees. Organizations must regularly evaluate the performance of their employees in order to understand their current and future abilities. Employee performance in the organization is determined through performance management practice. In recent years the use of performance management practice has increased in many organizations. Performance Management Systems are implemented in organizations worldwide, Paethorpe (2011). The major setback of evaluating the work performance of organizations around the world has been to determine the performance criteria in relation to the objective set by their organizations, Parker (2013)

The review of employee performance and the management of its collective contributions to organizational effectiveness, have been perceived as a combination of informal and formal approaches which together have the potential to contribute to the motivation of individual employees and their work groups, to

evaluate the efficacy of all human resource management (HRM) functions, and to provide organizations with a strategic advantage in their ongoing pursuit of competitive goals and imperatives. Recent studies, European Journal of Educational Sciences, EJES September 2017 edition Vol.4, No.3 ISSN 1857- 6036 20 together with considerable anecdotal industry evidence, suggests that many organizations and their senior managers still regard performance management as a mechanistic annual ceremony which is a necessary evil, but has little bearing to their ‘bottom line’, with minimal recognition and understanding of the powerful tool which it can become, Price (2011).

II. Statement of the Problem

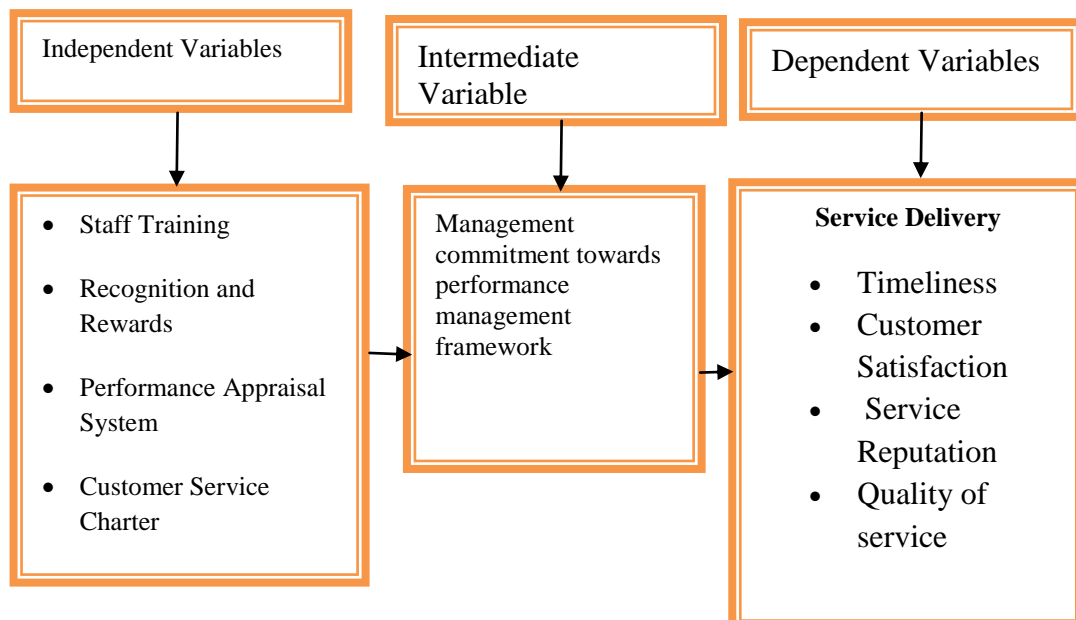
The major challenges faced by organizations especially county governments is the development of the capacity of the human resources in order for them to deliver services and track implementation. Although there are several reasons organizations should consider measuring the performance of their programs and services, the most compelling one being that citizens demand and deserve quality services. The evidence of effective performance management in a county is essentially indicated by improved service delivery which is fundamentally about driving and monitoring results and the correct behaviours of people.

Studies have been done on Performance Management in the defunct Local Authorities in Kenya but very few on the County Governments. Nzube S. (2013) focused on factors affecting performance management among Local Authorities in Kenya. The study concluded that the perceived factors that influenced performance management were understanding of performance management, stakeholder involvement, continuous monitoring, feedback, dissemination and learning from results, organizational culture and leadership commitment.

Most of what is known about performance information use in the public sector is based on studies undertaken in countries within the Organization for Economic Cooperation and Development (OECD). These countries that are mostly in the global North and West have achieved certain levels of social, political and administrative development as well as implemented performance-oriented reforms for over three decades, Schick (1998). Further, most of these countries undertook the reforms voluntarily though as a fashion under the new public management type of reforms, Wikipedia, New Public Management (2023). In the case of developing countries mostly in Africa, Asia, and South America, performance-oriented reforms have had a shorter life span and mostly adopted (sometimes involuntarily) as part of conditions for accessing development aid, Ondeng, (2008); World Bank (2008). For instance, in Kenya, Results Based Management (RBM) was adopted in 2004 out of the need by the then new government to improve public services but partly out of necessity to gain support from development partners, Government of Kenya (2007; 2004). This research will therefore help the public sector in Kenya to address critical issues related to service delivery. The general objective of the study was to determine the influence of performance management on public service delivery in the County Government of Mombasa specifically looking at the influence of training, recognition and rewards, performance appraisal systems and service charters on service delivery.

III. Conceptual Framework

Figure 1: Conceptual framework



Source: Researcher’s Construct

IV. Research Methodology

The study was carried out through a cross-sectional survey of the employees of the County Government of Mombasa and in particular, the Department of Blue Economy, Agriculture and Livestock. This was mainly to establish the perception with regard to performance management practices in the County and its influence on public service delivery. The research design was of descriptive nature owing to the data that was collected. The research was a crossbreed of both quantitative and qualitative studies.

The study population was 77 subjects which encompassed 48 staff members of the sub-department of Agriculture, 16 staff members of sub-department of Fisheries and 13 staff members of the sub-department of Livestock and Veterinary which are constituent sub-departments of the Department of Blue Economy, Agriculture and Livestock in the County Government of Mombasa. Probability sampling method was adopted in the study.

In order to fully meet the objectives of the study, the primary data was collected using structured questionnaires with both closed and open-ended questions and was supplemented by secondary data from journals and other external sources. The reliability of the research instrument was pre-tested for purposes of correcting inconsistencies and inaccuracies before the main study. After one week the researchers re-administered the same questionnaires to the same group. This was done to ensure that the tool used gave consistent results. In this respect, the results had inter-rater reliability. The sampling frame accurately represented the entire population. The criterion as expected had a related validity. Both the design and method of research ensured that the outcome was valid and truly represented the phenomenon the researcher was measuring.

The researcher administered the questionnaire individually to the respondents of the study. The questionnaires were administered using a drop and pick later method. The answered questionnaires were picked after one week on average. The completed questionnaires were verified for completeness and consistency, coded and analysed to reach a conclusion, Mugenda & Mugenda (2003). The quantitative data was analysed through descriptive analysis techniques. The findings were interpreted in line with the main research objective and hence appropriate conclusions and recommendation were made. Descriptive statistics were supported by tables and percentages.

V. Results and Discussion

Staff Training

The first objective of the study was to establish the influence of staff training on service delivery in the County Government of Mombasa. To gauge their responses, respondents were asked to state their opinions regarding the level of agreement with which staff training affected service delivery at the Department of Blue Economy, Agriculture and Livestock. The response is as indicated in Table 5.1 below.

Table 5.1: Effects of Staff Training

Statement	Descriptive	SA	A	N	D	SD	Total
Training is important if based on identified training needs	Frequency	30	2	3	0	0	35
	Percentage	85.7	5.7	8.6	0	0	100
Training is important if it leads to career growth	Frequency	32	3	0	0	0	35
	Percentage	91.4	8.6	0	0	0	100
In-service programs contribute to behaviour and attitude change	Frequency	14	10	6	3	2	35
	Percentage	40.0	28.6	17.1	8.6	5.7	100
Employee training facilitates change management of work processes	Frequency	15	9	5	3	3	35
	Percentage	42.9	25.7	14.3	8.6	8.6	100
Mentoring and coaching strengthens talent and continuous learning	Frequency	13	10	5	4	3	35
	Percentage	37.1	28.6	14.3	11.4	8.6	100

Source: Primary Data

From the findings shown in Table 5.1, a significant majority of the respondents, 85.7 per cent indicated that they strongly agreed that training is important if based on identified training needs for it to have an influence on service delivery. Another 8.6 per cent of respondents indicated their indifference while 5.7 per cent agreed with the statement. Also, a whopping majority i.e., 91.4 per cent of the respondents strongly agreed that training is important if it leads to career growth to have an impact on service delivery. A further 8.6 per cent agreed with this statement. On the issue of in-service programs contributing to behavior and attitude change and hence influencing service delivery, 40 per cent strongly agreed with the statement while another 28.6 per cent agreed with the statement. A further 17.1 per cent expressed their indifference with the statement with another 8.6 per cent disagreeing with the statement while 5.7 per cent strongly disagreed with the statement.

On whether employee training facilitates change management of work processes and influences service delivery, 42.9 per cent strongly agreed with the statement. Another 25.7 per cent agreed with the statement, 14.3 per cent expressed their indifference with the statement, 8.6 per cent disagreed with the statement while another 8.6 per cent strongly disagreed with the statement. On the issue of mentoring and coaching strengthening talent and continuous learning and hence service delivery, 37.1 per cent strongly agreed with the statement. A further 28.6 per cent agreed with the statement. Another 14.3 per cent expressed their indifference with the statement with 11.4 per cent of respondents disagreeing with the statement while 8.6 per cent strongly disagreed with the statement.

From the findings, a majority of respondents 60.0 per cent strongly agreed that staff training has a positive influence on service delivery. This finding concurs with Nama, Daweti, Lourens, & Chikukwa, (2022) who analyzed the impact of training and development on employee performance and service delivery at a local municipality in South Africa, their results showed an association between training and development and employee performance. The beta test was at 0.672 with a p-value of 0.000, which showed a significant positive relationship between training and development and employee performance. Their other result also showed that coaching and mentoring positively affected employee performance. In addition, the results showed a statistically significant relationship between coaching and employee performance (p = 0.000). This also concurs with Bhatti, Soomro, & Shah, (2021) and Kashif & Tahir, (2020), who stated that training design has a significant and positive relationship with the level of employee performance. It was established that the County Government of Mombasa was not effective on issues of staff training. This was corroborated with the fact that few people if any, get the opportunity to be sponsored for trainings. The training budget was also insufficient to cater for professional and non-professional trainings. respondents suggested the need for CGM to ensure that staff undergo professional training on regular basis to help in upgrading and in skills development. This is anticipated to enhance service delivery.

Recognition and Rewards

The objective of the study was to establish the relationship between recognition and rewards and service delivery at the Department of Blue Economy, Agriculture and Livestock in County Government of Mombasa. To gauge their responses, respondents were asked to state their opinions regarding the extent to which recognition and rewards influences public service delivery. The response is as indicated in Table 5.2 below.

Table 5.2: Influence of Recognition and Rewards

STATEMENT									
No.	Recognition and Rewards Influence on Service Delivery	Descriptive	SA	A	N	D	SD	Total	
1.	Recognition and rewards influences employees' job satisfaction and performance	Frequency	30	2	3	0	0	35	
		Percentage	85.7	5.7	8.6	0	0	100	
2.	Recognition and rewards can raise employees' productivity levels	Frequency	8	19	6	2	0	35	
		Percentage	22.8	54.4	17.1	5.7	0	100	
3.	Recognition and rewards can motivate employees to have positive attitudes towards their jobs	Frequency	20	9	3	3	0	35	
		Percentage	57.1	25.7	8.6	8.6	0	100	
4.	Recognition and rewards can raise employees' desire and willingness to stay in their present jobs	Frequency	20	10	5	0	0	35	
		Percentage	57.1	28.5	14.3	0	0	100	
5.	Recognition and rewards can raise employees' enthusiasm and ability to work under minimum	Frequency	18	10	7	0	0	35	

supervision and as a team	Percentage	51.4	28.6	20.0	0	0	100
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Source: Primary Data

From the findings shown in Table 5.2, most of the respondents 85.7 per cent indicated that they strongly agreed that recognition and reward influences employees’ job satisfaction and performance. Another 8.6 per cent expressed their indifference, while 5.7 per cent of the respondents agreed with the statement. On whether recognition and rewards can raise employees’ productivity levels, 54.4 per cent agreed with the statement while 22.8 per cent of the respondents strongly agreed with the statement. A further 17.1 per cent of the respondents expressed their indifference with the statement while 5.7 per cent disagreed with the statement.

On whether recognition and rewards can motivate employees to have positive attitudes towards their jobs, 57.1 per cent strongly agreed with the statement while 25.7 per cent of the respondents agreed with the statement. A further 8.6 per cent expressed their indifference with the statement while another 8.6 per cent disagreed. On whether recognition and rewards can raise employees’ desire and willingness to stay in their present jobs, 57.1 per cent of respondents strongly agreed with the statement with another 28.5 per cent of the respondents just agreeing with the statement while 14.3 per cent expressed indifference with the statement. On whether recognition and rewards can raise employees’ enthusiasm and ability to work under minimum supervision and as a team, 51.4 per cent of the respondents strongly agreed with the statement, 28.6 per cent of respondents agreed with the statement while 20.0 per cent of respondents expressed their indifference with the statement.

From these findings, it is evident that a majority, 55.0 per cent of respondents strongly agreed that recognition and rewards positively influence service delivery. This finding concurs with Opio, Agweta, Ejang, Picorella, & Okello (2022) in a study on the effect of reward practices and health service delivery in health facilities, the findings indicated that whereas the reward systems positively correlate with HSD, it is only the intrinsic reward system like promotions, praises, career advancements, recognitions that significantly correlate with health service delivery. The results are also consistent with Rahman & Bullock (2005) findings that incentive plans result in effective teamwork which motivate employees and improve employee performance and self-efficacy.

Performance Appraisal System

The objective of the study was to investigate the influence of performance appraisal system on service delivery. To gauge their responses, respondents were asked to state their opinions regarding the influence of performance appraisal system on public service delivery. The response is as indicated in Table 5.3 below.

Table 5.3: Influence of Performance Appraisal System

STATEMENT								
No.	Performance Appraisal System on Service Delivery	Descriptive	SA	A	N	D	SD	Total
1.	There is need for consultations between the appraisee (employee) and appraiser (supervisor) when setting targets.	Frequency	27	3	3	2	0	35
		Percentage	77.1	8.6	8.6	5.7	0	100
2.	It is necessary for the targets set to be in line with the job description and job specification.	Frequency	27	3	3	2	0	35
		Percentage	77.1	8.6	8.6	5.7	0	100
3.	It is necessary for employee to share his/her progress and concerns about performance.	Frequency	28	4	2	1	0	35
		Percentage	80.0	11.4	5.7	2.9	0	100
4.	It is important for the employer to give a feedback report on progress of performance and measures taken.	Frequency	35	0	0	0	0	35
		Percentage	100.0	0	0	0	0	100
5.	Setting of performance appraisal targets can enhance efficiency.	Frequency	29	4	2	0	0	35
		Percentage	82.9	11.4	5.7	0	0	100
6.	The commitment/reward provided in performance appraisal ought to be honoured.	Frequency	35	0	0	0	0	35
		Percentage	100.0	0	0	0	0	100
7.	There is need for the employer to provide requirements necessary to perform required tasks.	Frequency	35	0	0	0	0	35
		Percentage	100.0	0	0	0	0	100

Source: Primary Data

From the findings shown in Table 5.3, most of the respondents 77.1 per cent indicated that they strongly agreed that there is need for consultations between the appraisee and appraiser when setting targets. A further 8.6 per cent agreed with the statement. Another 8.6 per cent expressed indifference with the statement while 5.7 per cent disagreed with the statement. Also, a significant majority 77.1 per cent of the respondents strongly agreed that it is necessary for the targets set to be in line with the job description and job specification. A paltry 8.6 per cent agreed with this statement. Another 8.6 per cent of the respondents were indifferent with the statement while 5.7 per cent disagreed with the statement. On the issue of whether it is necessary for employee to share his/her progress and concerns about performance a significant majority i.e., 80 per cent strongly agreed with the statement. A further 11.4 per cent agreed with the statement.

On whether it is important for the employer to give a feedback report on progress of performance and measures taken., all the respondents i.e. 100.0 per cent of the respondents strongly agreed with the statement. On whether setting of performance appraisal targets can enhance efficiency, 82.9 per cent strongly agreed with the statement. A further 11.4 per cent agreed with the statement while 5.7 per cent expressed their indifference with the statement. On whether there is need for the commitment/rewards provided in performance appraisal ought to be honoured, all (100%) respondents strongly agreed with the statement. On whether there is need for the employer to provide necessary requirements to perform tasks, all (100.0%) respondents strongly agreed with the statement.

From the findings, it indicates that a majority 91.0 per cent of respondents strongly agreed that there is a strong correlation between performance appraisal system and service delivery. This concurs with the findings of Idowu (2018) in his study on effectiveness of performance appraisal system and its effect on employee motivation whose findings indicated a strong positive and significant relationship between performance appraisal targets and service delivery. Another of his findings also established that the 360-degree performance appraisal system is quite effective in offering a comprehensive analysis of the employees' performance. This also concurs with Akisa (2019) on his study on the influence of performance appraisal on delivery of public services whose findings indicated that performance appraisal should be the basis for rewarding employees.

Customer Service Charter

The objective of the study was to establish the effect of customer service charter on public service delivery. To gauge their responses, respondents were asked to state their opinions regarding the extent to which customer service charter influences public service delivery in CGM. The response is as indicated in Table 5.4 below.

Table 5.4: Influence of Customer Service Charter

STATEMENT								
No.	Service Charter on Service Delivery	Descriptive	SA	A	N	D	SD	Total
1.	It is important for staff to be involved in preparation of customer service charter	Frequency	30	3	2	0	0	35
		Percentage	77.1	8.6	5.7	0	0	100
2.	Customer service charter requires adequate resources to fulfil the services promised.	Frequency	35	0	0	0	0	35
		Percentage	100.0	0	0	0	0	100
3.	Customer service charter contributes to a more efficient and timely service delivery	Frequency	28	4	2	1	0	35
		Percentage	80.0	11.4	5.7	2.9	0	100
4.	There is need for the customer service charter to be reviewed from time to time	Frequency	35	0	0	0	0	35
		Percentage	100.0	0	0	0	0	100

Source: Primary Data

From the findings shown in Table 5.4, a significant 77.1 per cent of respondents indicated that they strongly agreed that it is important for staff to be involved in preparation of customer service charter. A further 8.6 per cent agreed with the statement while 5.7 per cent expressed indifference with the statement. All the respondents (100%) strongly agreed that customer service charter requires adequate resources to fulfil the services promised. On whether customer service charter contributes to a more efficient and timely service delivery, a significant majority, 80 per cent strongly agreed with the statement. A further 11.4 per cent agreed with the statement. Another 5.7 per cent of respondents expressed indifference while 2.9 per cent disagreed with the statement. On whether there is need for the customer service charter to be reviewed from time to time all the respondents strongly agreed with the statement.

From the findings, a majority 89.1 per cent of respondents strongly agreed that customer service charter is critical towards service delivery. This concurs with the findings of Mwanja (2015) whose study on influence of customer service charter on service delivery established that the organization needs to invest in staff consultations, staff training and on staff access to copies of the charter in order to increase the awareness of the service charter amongst staff. This is reaffirmed by Wafula (2020) in his study on the role of citizens' service charter in improving service delivery in the public sector in Kenya whose finding was that service delivery charters have improved service delivery generally.

VI. Conclusions

From the findings, it is evident that staff training plays a significant role in service delivery. It is also evident that training is important if based on identified training needs. Further, training is important if it leads to career growth. It was also identified that in-service programs contribute to behavior and attitude change and that employee training facilitates change management of work processes. The study also identified that mentoring and coaching strengthened talent and continuous learning. It was therefore concluded that training programs that are valued by employees enhance their level of satisfaction, motivation, commitment to the organization hence enhanced service delivery. The performance of employees will also improve with an increase in training sessions.

A simple act of acknowledging achievement is a major boost for employee morale and performance. When employees are rewarded for their contributions, they feel ownership and pride and are willing to work just as hard on their next assignment. Recognition connects them to the organization, elevates performance, and increases the likelihood that they will stay in the organization. Findings indicated also that there was a positive correlation between recognition and rewards and service delivery. Respondents proposed sharing of performance feedback, provision of working tools and assessment of performance and rating of employees as possible solutions to the concern.

There are two main reasons for the appraisal process; the first is the control purpose, which means making decisions about pay, promotions and careers. The second is about identifying the development needs of individuals. The current PAS as it is, does not provide a 360 degrees' feedback to the appraisee. Other things like sanctions and rewards are also not implemented as provided for. This can help improve communication among staff, customers, and other stakeholders. It was established that there was a positive correlation between customer service charter and service delivery. The study established that it is important for staff to be involved in preparation of customer service charter. It also established that it requires adequate resources to fulfil the services promised. Respondents were also of the view that CSC contributes to a more efficient and timely service delivery, and needs to be reviewed from time to time. The study therefore concludes that a service charter is an important communication tool that provides clarity about what an organization is trying to achieve and how it plans to go about it.

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