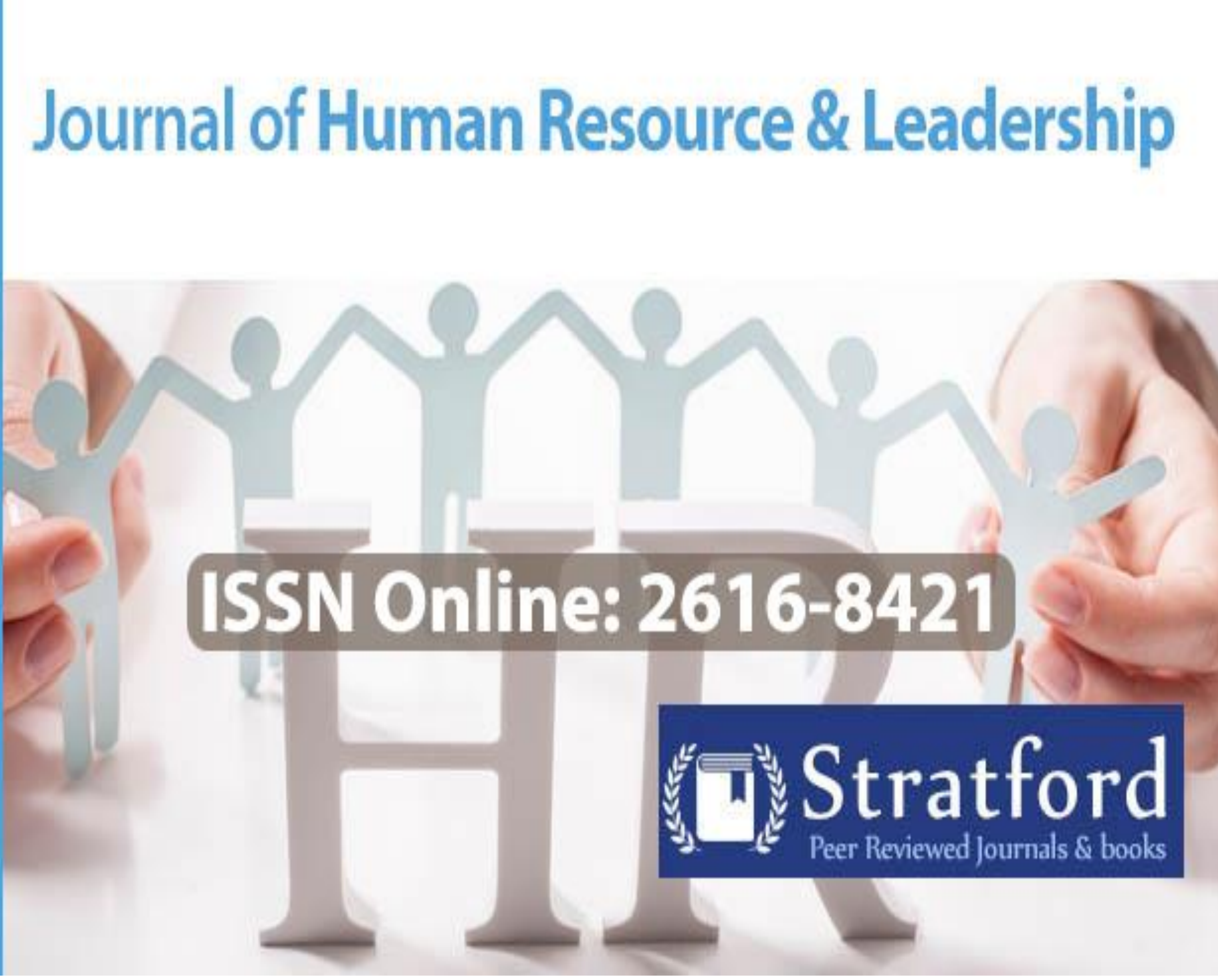

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Organizational Culture and Financial Resource Allocation as Enabler for Performance Contracting in Public Organizations in Kenya: A Case Study of Tharaka Nithi Executive County Government

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Abstract

With emphasis on Tharaka Nithi Executive County administration, the aim of this study was to investigate how organizational culture and financial resource allocation interact to enhance performance contracting in Kenyan public organizations. The study was guided by the following specific objectives; to establishing the relationship between organizational culture and performance contracting in Kenyan public organizations and, to assess how financial resource allocation affect performance contracting in Kenyan public organizations. The study was anchored on McGregor's Theory X and Y. The target population was 300 county government employees where a sample size of 172 was selected using stratified random sampling method. The study employed a descriptive research design and used a self-administered drop-and-pick questionnaire as its main instrument to gather primary data from the sampled respondents. Using SPSS software, the acquired data was cleaned for analysis. Descriptive statistics, such as mean and standard deviation, and inferential statistics, such as regressions and correlation, were produced. Tables and figures were used to display the quantitative results, while thematic presentations were used to display the qualitative data. After analyzing the data, the researcher came to certain conclusions and offered suggestions. The results of the study showed that effectiveness of performance contracting had a positive and substantial association with both organizational culture and financial resources. As a result, the study concluded that Organisational culture as well as financial resource allocation were the main reasons why performance contracting is ineffective; and that better performance contracting in county government would result from an increase in the efficacy of these variables, and vice versa. The study recommended that the county benchmark with excelling county governments in Kenya as reported by council of governors report of 2022 on both organizational culture and financial resource allocation and implement the results consistently while cascading them down to the lowest levels of staff in the areas of organizational culture and financial resource allocation; and that if properly followed, these suggestions would result to the county governments' ability to function successfully.

Key Terms: *Benchmark, County Administration, Financial Resource Allocation, Organizational Culture, Performance Contracting*

1.0 Background and research objectives

The performance contract has many effects on the performance in a number of different ways. It seemed as if PC may lead to better performance based on what was observed in Korea. Despite this, the findings of the study were dependent on the replies received from both workers and management (Song & Song, 2018). In India, PC was successful in facilitating interaction between the administration of government firms and the management; but, the influence on performance was not immediately apparent. The outlining of objectives, the provision of incentives, and the establishing of a mutual commitment from both parties all contributed to an improvement in productivity in China. Puluhulawa (2019). When the endogenous nature of PC engagement in Chinese state-owned firms was evaluated, the answers exposed that PC had a deleterious result on overall productivity. This was shown by the fact that PC was involved in the examination. According to Nellies (2018), researchers in France and numerous African countries came to the conclusion that the effects of PC on performance were inconclusive. This was owing, in part, to the fact that the incident in issue had only recently taken place by the time the research was carried out, therefore there was not much information available. Kenya was not included among the African countries since the PC was not fully implemented until the year 2004, when it was part of a pilot program. The study variables may be explained as follows:

Performance Contracting

Performance agreements have attracted a significant amount of interest on a worldwide scale, with several nations like Pakistan, South Korea, France, India, Malaysia, and Kenya demonstrating a great attention to this tactic. This strategy had been embraced by a great amount of countrywide governments and global administrations in order to improve the effectiveness of their respective public businesses. It was recognized that result-oriented contracts were an important instrument for establishing good governance and accountability within the public sector and that these contracts offered an innovative way to increasing the efficiency of the public sector.

Organizational culture

Beginning with the hiring and selection of candidates who shared and thrived in the organization's culture, employers played a critical role in maintaining a positive workplace culture. They also developed orientation, training, and performance management programs that outlined and reinforced the organization's core values, and they ensured that employees who deserved incentives and recognition received them.

Financial Resource allocation

Finance is an example of one kind of resources, often known as inputs into the manufacturing process. When viewed from an economic point of view, the organization's financial resources may be seen as a component of its assets (property). The goals of the organization needed to be realized, and the most effective way to do so was via the management of its financial resources. It was vital to steer clear of predicaments in which a shortage of financial resources put immediate operations in jeopardy. For example, if the firm did not have enough money to pay its workers' salary or to buy the raw materials that it needed. On the other side, having an excessive amount of money led to a significant reduction in available opportunities.

Statement of the Problem

There is a lack of accurate portrayal of the priorities of service delivery in regard to the ratings and rankings of performance. Since the introduction of PCs, there has not been any kind of systematic performance review of the instrument to identify whether or not there has been an improvement in the performance of local authorities. In the service industry, performance measurement needed to go beyond straightforward efficiency metrics and instead focus on achieving observable outcomes that satisfies client requirements. According to Puluhulawa (2019), a performance measuring system required the identification of metrics depending on the various industries. This assisted in linking the inputs and outputs of the process. The connection between the goals of the strategic plan and the visible results those goals would have for the public and other stakeholders was the primary area of concentration. According to Poister and Streib (2019), performance measurements were used in order to keep tabs on the degree to which local government had succeeded in achieving the aims and objectives outlined in the strategic plan.

Research Objectives

The general objective of this study was to evaluate factors affecting performance contracting in public organizations in Kenya: A case study of Tharaka Nithi Executive County Government.

Specific Objectives

This study was guided by the following specific objectives;

i. To establish the effect of organizational culture on performance contracting in public organizations in Kenya
ii. To investigate the effect of financial resources on performance contracting in public organizations in Kenya

Significance of the Study

If the results of this research are put into practice, they may provide county officials useful insights that help them evaluate the impact of a variety of issues, such as the effect of organizational culture, and the financial resources allocation on the implementation of performance contracting. This study may also offer county and national government policymakers a deeper understanding of how these policies influences the actual implementation of performance contracting so as to establish adequate incentives and penalties. In addition, this study would have wider academic significance by acting as a foundational resource for future research.

Scope of the Study

Only the county executive government in Tharaka Nithi, Kenya, was included in the research's geographical scope, and the study objectives were to ascertain how Kenya's public institutions performance contracting were affected by organizational culture and financial resource allocation. The study's theoretical focus was on McGregor's Theory X and Y, Expectancy Theory, and Agency Theory. The study used structured research questionnaires to collect its primary data. Three hundred employees of the Tharaka Nithi County administration served as the research sample. This analysis took into account the five-year performance contracting period, which runs from 2018 to 2022. The study ran from March 2023 to October 2023, or around eight months.

2.0 Theoretical background and informing literature review

Researchers have generated a plethora of models and ideas to describe the concept of performance management. This study is anchored on Mc Gregor Theory X and Y, created by Douglas McGregor in 1960. According to Arogundade (2015), the underlying presumptions that underpin Theory Y focus on people's predisposition for initiative and self-direction when they are presented with the appropriate incentives. The positive work environment, the incentives, and the goal alignment between the person and the company, as well as other factors, contributed to the motivation. Theory X claimed that the normal worker could only perform effectively under rigorous supervision and under the dread of incurring repercussions for underperformance. Both of these factors were thought to be necessary for optimal performance. On the other hand, according to Theory Y, the most effective way to manage workers is to provide them with minimum monitoring and outsource responsibility and duty responsibilities to them. This was due to the fact that Theory Y considers individuals to be eager to learn and responsible for taking on responsibilities. Therefore, if this theory is correct, providing incentives to workers to improve their performance may have assisted in retaining their employment.

McGregor was likewise of the opinion that the greatest form of remuneration for workers was the opportunity to realize their full potential. According to his thesis, in order for workers to realize their full potential, they need the motivation to actualize themselves as individuals. As a consequence of this, companies began focusing on how they managed, directed, and supported their workers. As a result of this, the Theory Y management style was developed, which places an emphasis on the need for personal satisfaction. According to McGregor, the responsibility for performance lies not only with managers but also with workers.

Organizational Culture and Performance Contracting

Any implementation activities required support from the culture of that company; hence, performance contracting in an organization, and consequently, culture was highly beneficial in the distribution and promotion of core values (Robbins & Judge, 1999). According to Cubillo (2016), in order to put the new strategy into action, it was necessary to make adjustments to the behaviors, processes, and ways of doing things of the personnel. The guiding concepts and practices that contributed to the positive social and psychological environment of a certain company. The ways in which an organization operates internally, the relationships it maintains with the outside world, and the goals it has set for the future are all examples of how its organizational culture may be observed. Also included in the organizational culture are the beliefs, philosophies, and values that guide the company. It was founded on acknowledged common attitudes, beliefs, traditions, and written and unwritten standards that had developed over time and were significant to how things were done in a given environment within an organization (Robbins & Judge, 1999). These variables were relevant to how things were done in a certain environment within an organization.

According to Kaplan and Norton (2017), the hard components of the McKinsey model were strategy, structure, and systems. These mechanisms were usually possible and could be easily identified within an organization because they were typically well documented and were seen in the form of tangible objects such as corporate plans and organizational charts, amongst other examples. While the soft components consist of things like capabilities, values, and the culture of the company. These were challenging to grasp due to the fact that they were always evolving and being modified by those working inside the firm.

Financial Resource allocation and Performance Contracting

Performance contracting had been shown to be an effective way to improve energy efficiency in commercial buildings. However, the success of performance contracting depends on several factors, including customer satisfaction. A study by Lee et al. (2016) examined the impact of performance contracting on customer satisfaction in commercial buildings. The

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study found that customers who were satisfied with their energy efficiency improvements were more likely to recommend the ESCO to others and continue using their services in the future.

Arnaboldi et al. (2015) state that the main objective has been to increase external responsibility while concurrently increasing internal efficacy and efficiency. In particular, they saw performance contracting as a vehicle to improve public budgeting, promote improved reporting systems, modernize public administration, and boost resource utilization and service delivery efficacy. Mefi (2020) observed that it was true that people tended to ignore the evaluation system in the absence of incentives. The "audit effect," which suggested that people tended to improve their performance when faced with a new system, regardless of its intrinsic advantages, was responsible for the early stages of performance improvement even in the absence of monetary benefits. Kenya's system has to carefully examine if offering incentives was cost-effective, especially in light of the nation's constrained financial resources a feature shared by many developing countries. For this reason, any incentive program needs to be both revenue-neutral and encourage cost-cutting. But the issue of how to fairly divide these rewards and gains among all employees of a remarkable business remained unanswered. A number of the difficulties that arose throughout the performance contract implementation were essentially internal in nature. However, when seen in a larger context, these difficulties brought to light the internal inefficiencies that plagued numerous governmental entities.

Conceptual Framework

It's a framework that offered empirical research coherence (Mugenda & Mugenda, 2003). It showed the connections between the many variables (independent variables) that had an impact on how the Kenyan Civil Service implemented the performance contracting procedure. The theorized framework that operationalized the investigation is depicted in Figure 1.

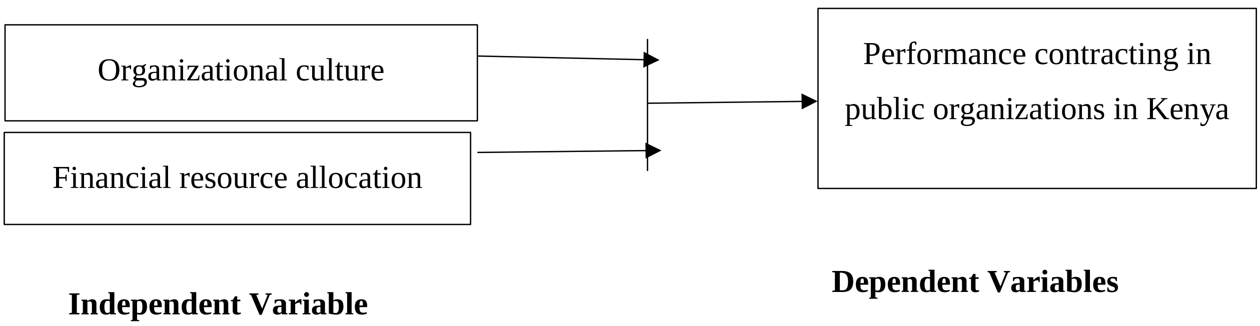

Figure 1: Conceptual Framework

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2.6 Operationalization of Variables

Table 1 Operationalization of Variables

Variable	Indicator	Measurement Scale	Tools of Analysis
Organizational Culture	• Customer satisfaction • Brand reputation and image • Innovation and creativity • Perception of fairness and equity • Communication effectiveness	(1 – 5) Likert scale	Mean, Standard deviation and multiple
Financial Resource allocation	• Timely disbursement of finance • Stable funding • Availability of adequate resources	(1 – 5) Likert scale	Mean, Standard deviation and multiple
Performance Contracting	• Achievement of project objectives • Completion of deliverables on time • Completion of deliverables within budget • Quality of work delivered • Compliance with regulations • Risk management effectiveness	(1 – 5) Likert scale	Mean, Standard deviation and multiple

3.0 Research Methodology

This study used descriptive research design which according to Orodho and Kombo (2014), is an account of the state of affairs as it now stands. The target population according to the report on human resources from 2022, was 300 county government workers distributed as in table 2.

Table 2: Target Population

Class	Target population	percent
Senior management	20	6.7
Middle Management	60	20
Operation staff	220	73.3
Total	**300**	**100**

Source: Tharaka Nithi Executive Records (2023)

In order to control the suitable size of the sample for the research, the researchers used a streamlined version of Yamane's (1967) formula to calculate the number of responses that had to be collected in order for the equation to be valid.

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

Where:

n = sample size

N = population size

e = the level of precision

1 = Constant

This formula assumed a degree of variability (i.e. proportion) of 0.5, the level of precision of 5% and a confidence level of 95%.

$$n = \frac{300}{1 + 300(0.05)^2}$$

= 171.42≈ 172 respondents

n = 172 respondents.

Sample size=172 Respondents

The study used proportionate formula to select the respondents from each strata. Table 3 shows the sample size of the respondent.

Table 3: Sample Size

Population Category	**Target Population**	**Sample Size**	**Percent**
Senior Management	20	12	7.0
Middle Management	60	34	19.8
Operation Staff	220	126	73.2
Total	**300**	**172**	**100**

Source: Researcher (2023)

3.4 Data Collection Instruments

A questionnaire was used to collect primary data, consisting of a pre-written series of questions, to which respondents were asked to reply by selecting the appropriate replies from a list of choices that were clearly specified. As advised (Saunders & Lewis, 2015) ,pilot testing was done to guarantee that the data obtained would enable the investigation questions to be addressed. In this particular research, 10% of the surveys were used for the purpose of validating the data collecting tool, which was a questionnaire, to ensure that it was applicable and efficient. As part of the pilot testing, thirty-nine respondents who had been chosen at random filled out the questionnaire.

Validity of Instruments

In order to validate the reliability of the information provided in the questionnaire, it was subjected to a comprehensive review by five professionals from the relevant sector as well as the supervisor. They were questioned about whether or not the statements made in the questionnaire were disagreeable, meaningful, and clear; this was in addition to determining whether or not they were relevant. Before the final data collecting exercise, the instrument underwent the necessary adjustments so that it would be accurate in light of the findings of the assessment.

Reliability of Instruments

According to Cronbach (1951), dependability is the degree to which a collection of measurement items are consistent with one another. A questionnaire was utilized to assess the respondents' reliability, and twenty (20) respondents were chosen at random to complete the questionnaire. Due to worries that their answers might have been prejudiced, these respondents were left out of the final research sample. The most popular internal consistency metric, Cronbach's Alpha (), was computed from SPSS and was employed by the researcher. After assessment, the Cronbach's alpha coefficient was found to be closer to 1 when the internal consistency dependability was higher than when it was lower. A drop and pick technique of data collection was employed since it has the potential to boost the response rate.

Data Analysis and Presentation

The researcher utilized the SPSS software to perform the analysis. In order to evaluate whether or not the entire model was statistically significant, the researcher employed analysis of variance (ANOVA) to ascertain whether or not the quantitative responses were statistically significant and inferential analysis to test for significant differences.

Ethical Considerations

This was achieved through assurance of confidentiality, privacy as well as anonymity to the respondents. Also, voluntary participation was allowed as a number of respondents had the mistaken belief that they would be required to finish the survey or that they would get some kind of incentive for doing so. The researcher let the respondents know that they would be filling out the surveys on their own free will and that nobody would be forced to do so.

4.0 Research Findings and Discussions

The study results are presented in this chapter as follows

Response rate

The investigator handed out 172 questionnaires, of which 153 were filled out and sent back for inquiry, yielding a response rate of 89.0%. According to Babbie (2004), return rates of 50% are acceptable to evaluate and publish, whereas return rates of 60% and 70% are considered to be excellent and very good, respectively. On the basis of the aforementioned information, it was determined that the reply rate for this inquiry was satisfactory.

Table 4: Response Rate

Response	Total	Percent
Returned	153	89.0
Unreturned	19	11.0
Total	**172**	**100**

Pre-testing Results for Research Instruments

Inferential Statistics

The drive of the investigation should be to control whether there is a connection amid performance contracting and human resource planning, leadership styles, organizational cultures, financial resources, and other organizational factors in public companies in Kenya. This was accomplished via the use of linear regression analysis, with the study measures being inputted and processed using SPSS Version 27.0.

Model Summary

Table 13 presents the model summary of the regression findings, which includes the standard error of estimate, R square, and modified R square.

Table 13 Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881[a]	0.776	0.767	.50189

a. Predictors: (Constant), human resource planning, leadership styles, organizational culture, financial resources.

The association coefficient (R) value, which is obtained from the model summary, represents the link between the variables. As a result, the correlation coefficient is 0.881, indicating that financial resources, organizational culture, leadership styles, human resource planning, and performance contracting are positively and significantly correlated. The determination coefficient, or R2 coefficient, shows how much of the total effect of the independent factors has been applied to the dependent variable. The R square for this model is 0.776, meaning that 77.6% of the total performance of performance contracting in the county government of Tharaka Nithi can be attributed to financial resources practices, organizational culture, leadership styles, and human resource planning.

ANOVA

To ascertain the model's relevance, an analysis of variance was performed. There is little fluctuation in the data values when the F statistic has a low value. If the model's ability to predict the outcome variable is significant, it has a significance score of less than 0.05.

Table 14 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.076	4	0.769	15.572	.000[b]
	Residual	198.898	149	1.344		
	Total	201.974	153			

a. Dependent Variable: performance contracting

b. Predictors: (Constant), human resource planning, leadership styles, organizational culture, financial resources

The significance value of the model was 0.000, which corresponds to an alpha value of less than 5%. Therefore, this finding suggests that the model is statistically significant and the performance contracting of the county government of Tharaka |Nithi is statistically predicted by human resource planning, leadership styles, organizational culture, and financial resources characteristics that were taken into consideration in the research.

Regression Coefficients

A linear correlation and direction of each individual predictor variable's relationship with the dependent variable may be derived from the regression coefficients. It demonstrates the extent of the overall shift in the outcome variable that can be attributed to one unit of variation in each of the independent variables. The results of the regression analysis with reference to the coefficients of the independent variables are displayed in a tabular fashion as shown below.

Table 15 Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.033	0.611		6.980	0.000
	Human resource planning	0.433	0.082	-0.118	-1.431	0.001
	Leadership styles	0.164	0.074	0.028	0.336	0.000
	Organizational culture	0.424	0.081	0.023	0.277	0.003
	Financial resources	0.038	0.083	0.000	0.000	0.000

a. Dependent Variable: performance contracting

The linear association between the variables will assume the form;

Y= -0.033 + 0.433X1 + 0.164X2 + 0.424 X3 + 0.038X4 + ε

Where

Y – Performance contracting

X1 – human resources planning

X2 – leadership styles

X3 – organizational culture

X4 – financial resources

The regression analysis demonstrates that in the absence of certain characteristics, such as human resource planning, leadership styles, organizational culture, and financial resources, the performance contracting score will slowly fall by 0.033 units over time. This prediction is based on the fact that the performance contracting score is directly proportional to the number of certain components that are present. A factor of 0.433 indicates that there is a significant and favorable influence brought about by an increase of one unit in human resource planning on performance contracting. In a similar vein, a one-unit improvement in leadership styles has a positively decreasing effect on performance, with a factor of 0.164. In addition, there is a correlation between a change of one unit in organizational culture and a positive change in performance contracting, with factors of 0.424 and 0.038, respectively. In the context of the Tharaka Nithi county government, these results reveal a strong and positive association between human resource planning, leadership styles, organizational culture, financial resources, and performance contracting. All of these variables, which are very important, are statistically significant, with significance levels that are lower than 5% alpha value, which emphasizes the significance of their roles.

5.0 Summary, Conclusion and Recommendations

5.1 Introduction

This chapter offers a synopsis of the key findings, discussions that were significant to the investigation, conclusions that were reached, and recommendations that were necessary.

Organizational culture and performance contracting

A combination of descriptive and inferential statistical analysis was used to ascertain how organizational culture affects performance contracting utilization in Kenya's public sector businesses. The descriptive data shows that the county has invested in enhancing its brand image and those customers are happy with the services the government provides. The county government's workforce serves as an example of creativity and the belief in justice and equality for all citizens. The inferential statistics showed that performance contracting and organizational culture had a positive and statistically significant relationship.

Financial resources and Performance Contracting

In order to ascertain the degree to which monetary resources have an impact on the performance contracting used by governmental entities in Kenya. Statistics of a descriptive nature as well as regression analysis were carried out. The findings of the regression analysis suggested that there was a positive shift in performance contracting associated with leadership style, with factors of 0.038. The analysis revealed, more specifically, that discrepancies in the budget were not examined and corrected, that political involvement was present during revenue collection and utilization, and that none of the debtors were followed up on in a timely manner. In addition to this, the county administration had not lowered outstanding numbers of rent and rate, and there had not been frequent assessments of the county's income potential.

Conclusion

According to the findings of the study, a combination of descriptive and inferential statistical analysis ascertained that organizational culture affects performance contracting utilization in Kenya's public sector businesses.

Likewise, it can also be concluded that the financial resources that are at the county government's disposal are inadequate and poorly used. Based on these data, there seems to be a significant and favorable association between the adoption of performance contracting in the county government and practices pertaining to the management of financial resources. The findings suggest that the availability of financial resources is a factor that should be considered when attempting to explain the efficacy of performance contracting within Kenya's governmental institutions.

Recommendations

On the basis of the results and inferences drawn from the research, the following recommendations have been developed:

That the county government's workforce should serve as an example of creativity and the belief in justice and equality for all citizens, that the county should benchmark with excelling county governments in Kenya as reported by council of governors' report of 2022 on organizational culture, and implement the results consistently while cascading them down to the lowest levels of staff

Likewise, the county governments should establish steps to maintain the independence and effectiveness of their internal audit departments. In addition, the departments of finance and revenue collection should uphold professional standards, maintain their integrity, and actively participate in professional training and memberships; and that best practices in the sector should be followed when it comes to the management of financial resources.

Areas for Further Research

The study focused on government of the county of Tharaka Nithi, and it came to the conclusion that performance contracting in the public sector has more benefits than it does related expenses. This hints to the possibility of conducting investigations into a variety of other Kenyan entities, such as state enterprises, educational institutions, and government departments, in order to broaden the scope of how these results may be used.

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