

THE MODERATION EFFECT OF PERSONAL FACTORS ON THE RELATIONSHIP BETWEEN PERFORMANCE CONTRACTING AND SERVICE DELIVERY OF EMPLOYEES IN HUDUMA CENTRES IN WESTERN KENYA

*Justus Nyongesa Wesonga*¹✉
justuswesonga@yahoo.com

*Johan Van Der Westhuizen*¹

¹*Department of Human Resource Management
Vaal University of Technology
Andries Potgieter blvd, Vanderbijlpark, South Africa, 1911*

✉Corresponding author

Abstract

The Kenyan Government mounted the following efforts to improve service delivery: privatization, voluntary early retirement, and restructuring, but the results were not good, thereby opting for performance contracting using Huduma Centers. The 30,000 customers are served at the centres daily and collected Kshs 12 billion annually as revenue, as shown in a report by Government 2020. Past studies on performance contracting influencing service delivery were mostly case studies and not surveys. There were mixed outcomes from the reviewed literature, a sign of a moderator impact yet to be tested, and there were no evidence for examining personal characteristics to demonstrate their moderation effect. The impact of personal factors on the relationship between performance contracting and service delivery, on the other hand, has not been sufficiently explored. This study aimed to establish the moderation effect of personal factors on the relationship between performance contracting and service delivery. The study utilized an ex-post factor design with quantitative aspects. A questionnaire was used to gather data from a target population of 276. The data analysis was done quantitatively to establish the moderation effect. The results showed that personal factors ($R^2=0.125$; $p=0.000$) positively and significantly influenced the association by 12.5 %. The study revealed that personal characteristics positively modified the association. The study recommends that managers and policymakers consider personal factors to enhance service delivery. The implication of this study for theory is that it would result in theory refinement by emphasizing the integration of personal factors in the performance contracting framework while opening research fronts for the future by recommending cross-sectoral studies that are qualitative to be carried out to gain insights into the variations of moderations of personal factors.

Keywords: personal factors, performance contracting, service delivery, huduma centres, moderation effect.

DOI: 10.21303/2504-5571.2023.003113

1. Introduction

Performance contracting and service delivery are critical for good public administration and governance. Performance contracting is a strategic management method, in which a business establishes specific goals, objectives, and measurable targets for its employees or departments to attain [1–3]. The goal is to increase organizational productivity, efficiency, and accountability. On the other hand, service delivery refers to the supply of goods, services, or help by a government, organization, or institution to meet the requirements and expectations of its constituents, clients, or stakeholders.

The relationship between performance contracting and service delivery is critical in the public sector. Performance contracting improves service delivery by aligning individual or departmental goals with larger corporate objectives. Employees with well-defined goals and who are held accountable for their performance can provide more efficient and effective service delivery [1, 3]. In turn, service delivery shows the tangible result of good performance contracting, demonstrating how successfully a company performs its mandates and responsibilities to the public.

This symbiotic relationship emphasizes the importance of creating successful performance contracts directly related to the desired results of improved service delivery. When performance

contracts are appropriately constructed with clear performance indicators and alignment with the organization's service goals, they can directly and positively impact the quality, accessibility, and responsiveness of public services. Finally, a well-structured performance contracting system can considerably enhance public sector service delivery, ensuring citizen satisfaction and welfare [1, 3, 4].

Performance contracting is common in Sri Lanka, Pakistan, Korea, China, and India. Regarding performance management principles, the African continent has not trailed behind. Countries that have implemented performance contracting include Cameroon, Benin, Gabon, Burundi, Cape Verde, Congo, Cote d'Ivoire, Madagascar, Gambia, Morocco, Ghana, Guinea, Tunisia, Mali, Mauritania, Zaire, Senegal, Togo, and Niger. Colombia, Mexico, Uruguay, Brazil, Chile, Bolivia, Argentina, and Venezuela have all accepted the concept of performance contracting [5].

In Africa, the evolution of performance contracts began with improvements, directed at the public sector to increase public service delivery. In Swaziland, for example, the use of performance contracts can be traced back to the 1990s, during the declaration of the Public Enterprise Act of 1989 [6], which intended to establish frameworks, through which Swaziland's public sector might be brought under control to address the substandard services provided and the administrative and financial burden, placed on the government by public businesses. In Kenya, it was introduced in 2004 with a few state agencies and parastatals under a performance contract steering committee. 2007, Kenya received an award from the United Nations for service delivery improvements. When Vision 2030 started, performance contracting took center stage [7].

Cole; Flora & Kubaison, 2017, maintained that personal factors in the context of performance contracting include workers skills, management styles, organizational culture, salaries, policies and procedures, quality of training, motivation, and so forth [1, 8, 9]. In his study of hospitals in Kenya, Omondi (2016) discovered that information technology improved public service delivery, as evidenced by 57 % of entrants, that the level of training led to an increase in service delivery, as evidenced by 97 % of participants, that an insufficient supply of equipment also had a negative impact on service delivery, and that management style affected service delivery by increasing the number of customers served daily [10]. Njoroge (2013) discovered that wages or pay, working conditions, and degree of training influenced service delivery in his research on the hotel business in Kenya [11–13]. Wanjau (2012) conducted research and discovered that fewer personnel competencies resulted in a decrease in the provision of quality services [14]. Personal factors, therefore, influence service delivery in most organizations [1].

Performance contracting has enhanced revenue collection at the Ministry of Lands [15]. Njoroge (2014) observed that performance contracts improved service delivery but restricted employee originality and innovation when investigating teacher training institutes in Kenya. The survey also said that to improve service delivery, goals must be communicated to all employees [11]. According to GOK (2010), performance contracts improved service delivery in several ministries while negatively influencing others [7]. Equally, in their investigations, Carnairo, 2020; Paais, 2020; Zacharias, 2021, pointed out that government policy, organizational culture, and employee motivation lead to increased service delivery [16–19].

In a study of the Municipal Council of Mombasa, Alwy (2012) disclosed that performance contracts boosted service delivery, team spirit, and accountability for staff members [20]. In his study, Okech (2017) put forward a clear relationship connecting performance contracting and efficiency in service delivery through significantly decreased operating expenditures, higher income, and better resource utilization [21]. However, the study identified service delivery issues, such as a lack of training, formal rewards, and insufficient resources, in their research on technical institutions in Kenya [22–24]. Other studies established that performance contracting was not to blame for teachers not obtaining adequate instructional resources, resulting in a failure to improve service delivery [25, 26]. However, Kogei et al. (2013) discovered in their study at Moi Teaching and Referral Hospital that performance contracting had no effect on the quality of services, provided to the community. Further research by Kogei et al. (2013) revealed that performance contracts had mixed results in Malaysia, Singapore, and the United States [27]. Another study also maintained that it never changed meaning in Korea as a country [28].

Curristine (2007) observed that incorrect human resource management strategies have a negative effect on service delivery when researching public sector efficiency. According to the study, budgeting and planning assist in improving service delivery because goals are prioritized, openness is maintained, and focus is maintained. In a survey of secondary school teachers' service delivery, however, it was discovered that performance contracting never yielded greater returns for the organization [29]. Kwedho (2015) found that performance contracting never improved school learning or lowered recurring costs [30].

The research on how performance contracting affects service delivery yielded inconsistent results, with some studies demonstrating a considerable positive boost in service delivery. In contrast, others disagreed, which indicates an unproven moderating impact. According to the reviewed literature, the researcher aims to fill this void: personal variables positively impact service delivery. However, no research has shown their moderating effect on the relationship that relates performance contracting to public service delivery.

Huduma Centres

The Kenyan government proposed and implemented the Huduma Center idea to operate alongside performance contracting to decrease citizen unhappiness with the substandard services, provided to the public. The main idea is to concentrate services for the public and essential information at a single site as a 'one-stop shop' [31]. As a result, the Huduma Center's primary mission is to be responsive and provide the public's desired services in the form and quality they want [32]. Currently, the centers have taken over most of the government's public services, and residents may access well over 60 of them at any Huduma center.

According to Drezner (2012), they maintained that a service should be provided in high-demand areas [33]. The quickness, with which access to the services is provided, is assessed as the attractiveness of the service point. Kenya was ranked higher than 200 in terms of providing services to its residents, but with the advent of Huduma Centers and performance contracting, the rating moved to 92 internationally. Despite this, the centers serve 30,000 consumers daily, compared to a target of 60,000. The centers earn Kshs 12 billion in income each year, aiming for Kshs 60 billion. Long lines and queues, as well as a lack of clarity in processes for accessing crucial services and insufficient employees, are some of the issues that Huduma Centers face. This is why this research focused on Huduma Centers [31].

Service Delivery

Davis (2014) describes service delivery as satisfying public needs regularly [34]. Service delivery has been described by Martin (2005) as "an organized approach to achieving sustainable service delivery within an organization. The citizens' service delivery should be constant and of the requisite quality [35]. According to Hussein (2015), service delivery to residents is a purposeful decision government officials make to serve or provide products and services to the citizens. The government's service to its citizens evaluates its performance [36].

According to the recorded studies, improved service delivery is a better complaints management procedure that improves overall service delivery efficacy [37]. Service delivery is at its optimum when there is a considerable drop in customer complaints and a rise in service consumption. Studies evaluated an organization's complaints management process by applying ISO standard 10002 and discovered that service delivery occurs when complaints are minimized and transformed into customer satisfaction. Additionally, it is stated that for the complaint management method to be effective, a new culture should be fostered through training for all workers [38]. According to Monisola (2014), service delivery is an essential obligation between the citizens and the government's performance, which is to be satisfied by making the services uniform and with fewer bureaucracies while increasing revenue collection for the government. Good service delivery enhances the value to the clients [39].

The Statement of the Problem

Kenyans have challenged the government to enhance service delivery, save costs, be more responsible, respond to particular needs, and become more customer-centric. Because of the gov-

ernment's limited resources, the efficacy of public sector performance in Kenya has become a critical problem. The government adopted various policies to deal with the crisis, including voluntary early retirement, job freezes, privatization, a structural adjustment program, and downsizing. These measures to enhance service delivery have failed, and performance contracting is currently being explored to address the decrease under the Huduma Centers. Huduma Centers, on the other hand, serves 30,000 consumers each day against a daily target of 60,000. According to ministerial reports, the centers earn Kshs 12 billion in income yearly instead of a target of Kshs 30; according to government reports, There are also long queues and a lack of clarity on acquiring crucial information. These centers have received little attention in studies about service delivery. Previous investigations in the literature focused on case studies with mixed outcomes. According to the studies, more research is needed to explain the problem. A potential factor for improving the association might be proposed based on the mixed results. According to published research, performance contracting has increased customer sensitivity regarding response to their challenges, customer convenience and control, achievement of goals and performance, higher revenue, employee accountability, and team spirit. These mixed results attest to a moderating influence that has yet to be investigated. The impact of personal factors on the relationship between performance contracting and service delivery, on the other hand, has not been sufficiently explored. According to the research, personal factors immediately affect service delivery. However, as this study did, no previous research has examined personal factors as a moderator in the link between performance contracting and service delivery.

The Objectives of the Study

To explore the role of personal factors in moderating the interaction between performance contracting and public service delivery in Kenyan Huduma Centres.

Hypothesis

H_0 : In Kenyan Huduma Centres, personal factors have no significant moderating impact on the interactions between performance contracting and service delivery.

1. 1. Empirical Literature Review

Performance contracting is a strategic management technique that organizations, especially government agencies, utilize to improve service delivery efficiency, effectiveness, and accountability. It sets precise and quantifiable objectives, targets, and goals for employees or teams inside a business. These goals align with the organization's mission, vision, and strategic plans [40, 41]. Employees are given clear, explicit, and attainable goals through performance contracting. This clarity aids in aligning individual or team objectives with the organization's aims. Every employee understands what is expected of them and how their performance will be evaluated [42, 43].

Performance contracting encourages employee accountability by attaching performance assessments to set targets. They are held accountable for fulfilling their objectives, which fosters a culture of ownership and responsibility [44]. Performance contracting encourages employees to increase their productivity and efficiency to meet or surpass their goals. It promotes a results-oriented attitude, in which staff strive to deliver high-quality work on time [45].

Instead of focusing merely on activities or tasks, performance contracting emphasizes achieving desired objectives and outcomes. This shift in emphasis guarantees that efforts are directed toward attaining organizational goals and making a significant difference [46]. Employee development possibilities are provided through regular performance evaluations in a performance contracting framework. Constructive criticism enables employees to identify areas for growth and progress. Employees are typically encouraged to excel by receiving recognition and prizes based on their performance [47–49].

Performance Contract and Service Delivery

According to GOK (2010), performance contracting improved service quality in several ministries while producing an adverse effect in others. Similarly, (Macharia 2019, Wesonga 2012)

discovered that employee motivation, organizational culture, and government policy impact service delivery rather than performance contracts, as proven in their research [50, 51].

According to Njoroge, 2018, performance contracting enhanced income collection at the Ministry of Lands [52]. Njoroge (2014) discovered in his research at Kenyan teacher training institutions that performance contracting improved service delivery but restricted employee innovation and creativity [11]. According to another study, performance contracting enhanced service quality in some ministries while harming others [7]. In his research, Macharia (2019) concluded that employee motivation, government policy, and organizational culture impact service delivery rather than performance contracts [51].

Philip (2020) found that performance contracting was not the reason teachers did not obtain adequate instructional resources, failing to improve service delivery in their study of technical institutions in Kenya [26]. Under Kogei et al. (2013), performance contracting is not accountable for any significant quality of services, delivered to the public, according to a study, undertaken at Moi Teaching and Referral Hospital. According to Kogei et al. (2013), the same has been done with varied degrees of success in Singapore, Malaysia, and the United States [27].

Nwokorie, 2007 discovered that when examining public sector efficiency, inefficient human resource management techniques have a detrimental influence on service delivery [53]. However, the study revealed that performance contracting never increased company earnings. Kwedho (2015) found that performance contracting did not improve school learning or cut recurrent costs in a secondary school teachers' service delivery study [30].

The research on how performance contracting affects service delivery produced contradictory results, with some studies suggesting a positive and significant influence on service delivery while others disagreed. This indicates an unproven moderating impact, a gap the researcher aims to address.

Personal Factors and Service Delivery

According to Thompson (2007), performance contracts depend on employee talent and effective internal organizational procedures [54]. On the other hand, Shao et al., 2016 established that effective performance contract implementation depends on top management's commitment to the strategic direction and the leadership styles used [55]. Personnel in insecure conditions are more likely to depart, according to Ahmad and Schroeder (2003), which influences the execution of performance contracts and service delivery [56]. Similarly, he noticed that various factors influence performance contracts, such as a lack of training and suitable abilities, which will impede contract fulfillment. Organizational culture also impacts performance contracts [50]. For example, when employees are recognized for outstanding performance, team spirit is at its peak, and performance contracts are more likely to be fulfilled.

Democratic leadership practices, for example, enhance service delivery, according to Flora and Kubaison (2017) [8]. Furthermore, Twanga; 2016: Kogei; 2015: Hannah and Wambua; 2020) show that the leadership style utilized impacted service delivery [57–60]. Merwe and Ukpere (2013) identified a favorable association between leadership and performance in their study on leadership issues in the police force [61]. Gaitho (2017) surveyed leadership qualities and service delivery and found that to improve service delivery, organizations must ensure high levels of responsibility and ethics, led by management's leadership styles [62]. Employee job satisfaction and service delivery were impacted by the level of training provided. Among the writers are Cote (2017), Nassazi (2013), Cyril (2012), Bouwman (2013), and Shaw (2015), who also agreed with the findings [9], [63–66].

Rajasekar (2014) and Paarlberg and Lavigna (2010) revealed that a leader has to direct operations, streamline procedures, and inspire employees to be highly committed, which will significantly increase service delivery [67, 68]. According to Nahavandi (2006), improved performance and service delivery should be rewarded by managers through promotions, increased salaries, or other kinds of acknowledgment [69]. Wambugu and Ombui 2013; Armstrong and Murlis 2007; and Wesonga, 2012 all agreed on this [70–72].

According to Wanjau (2012), lower staff competencies resulted in a drop in the provision of quality services [14]. Durdyev et al. (2014) and Kim and Lee (2020), on the other hand, discovered

that the workforce cluster of abilities, competencies, and experiences, as well as the work management cluster of communication among parties, positively impacted service delivery [73, 74]. Durdyev et al. (2014) emphasize institutional elements' role in service delivery [74]. They are learned abilities and competencies, professional level, employee attitudes and views, and incentives in place [50, 75–77].

Personal factors influenced service delivery, according to the research. Personal characteristics, for example, have been proven in peer-reviewed studies to improve service quality, customer satisfaction, and accountability. Personal factors are also seen to have led to better customer care pursuit and responsibility. The study's findings indicate a connection between individual factors and service delivery. According to the study, performance contracting resulted in differing service delivery outcomes, indicating the presence of a moderator. There has been no research to investigate the moderating influence of personal factors on the relationship between performance contracting and service delivery, which was the study's purpose.

2. Materials and methods

Research Design. The study employed an ex post facto design, a non-experimental approach to analyze causal linkages. It is here that the cause-and-effect hypothesis was examined. It begins with observing and evaluating spontaneous events and then examines the reasons for the evidence chosen for analysis [78, 79].

Target Population. The research focused on all public sector workers in Western Kenya's Huduma Centres. This examination focused on five facilities in western Kenya (Kisii, Kisumu, Kakamega, Eldoret, and Nakuru) that had been in use for around eight years (2011–2019). The Republic of Kenya reports that these institutions receive the most consumer complaints and have the most extended service lines [80]. The target demographic consisted of 276 full-time employees. The researcher received all permits and authorizations before carrying out the study, and the participants were allowed to withdraw at any stage if they so wished.

Sampling Technique and Instrument of Study. Census sampling was used to decrease selection bias and equally because the population was small and easily accessible. The questionnaire was used to obtain primary data from respondents and was designed to acquire data on all factors [81].

Data Analysis and Presentation. The data were reviewed using appropriate quantitative data analysis approaches. A descriptive analysis was performed to investigate the current state of the variable under consideration. In the last step, the statistical software for social sciences (SPSS) was utilized to determine the moderating effect.

Model 1: To investigate the moderating effect of personal factors on the connection between performance contracting and public service delivery in Kenyan Huduma Centres:

$$Y_i = \alpha + \beta_1 X + \beta_2 P + \beta_3 XP + \varepsilon \quad (1)$$

where Y_i – Service delivery

$\beta_1, \beta_2, \beta_3$, – Constants to be determined

X – Performance contracting

P – Personal factors

ε – Error term, assumed to be normally distributed with a mean of zero and constant variance.

3. Results and Discussions

Response Rate

Overall, 90.5 % of people responded. Based on the suggestion by Draugalis et al. (2008), who believe that response rates of 60 % or more are optimal, and therefore, this response rate was appropriate for the study's goals [82].

Personal Factors Influencing Implementation of Performance Contracts

The researcher explored the impact of personal factors on service delivery and performance contracting across Kenyan Huduma facilities. To begin with, typical characteristics that constitute personal factors among Huduma Center personnel and have the potential to direct the execution

of the performance contract were analyzed. Eleven variables were used to study the peculiarities of personal factors, found in Huduma centers. The tendency of factors to improve performance in contracting adoption was evaluated using varying levels of agreement or disagreement.

From **Table 1**, the overall mean answer score and standard deviation (3.90 ± 0.925) indicate that employees in Kenyan Huduma Centers agreed that the identified personal factors were essential to successfully executing performance contracts. The standard deviation is slight, meaning that they agreed consistently. Respondents specifically mentioned a suitable working environment (4.01 ± 1.187), suitability in their current position (4.00 ± 1.069), technology adoption (3.96 ± 1.152), improvements in work skills and experience (3.95 ± 1.132), and employee-management relationships (3.93 ± 1.190) as important personal factors.

Table 1
Personal Factors Encountered at Huduma Centres

	SD		Disagree		Not sure		Agree		SA		M	SD
	N	%	N	%	N	%	n	%	N	%		
Level of education and training	15	6.6	25	11.1	12	5.3	127	56.2	47	20.8	3.73	1.112
Suitable transfers of staff	11	4.9	30	13.3	22	9.7	83	36.7	80	35.4	3.85	1.184
Experience and enhanced work skills	12	5.3	21	9.3	15	6.6	96	42.5	82	36.3	3.95	1.132
Suitable working environment	13	5.8	18	8.0	25	11.1	67	29.6	103	45.6	4.01	1.187
management relationship with the Employee	11	4.9	23	10.2	33	14.6	63	27.9	96	42.5	3.93	1.190
Positive worker's attitude and believes	10	4.4	23	10.2	29	12.8	91	40.3	73	32.3	3.86	1.114
Right perceptions towards the adoption of PC	15	6.6	19	8.4	49	21.7	77	34.1	66	29.2	3.71	1.168
Suitable management style used by managers	14	6.2	14	6.2	30	13.3	89	39.4	79	35.0	3.91	1.133
Suitability in Position currently	10	4.4	15	6.6	23	10.2	94	41.6	84	37.2	4.00	1.069
Adoption of technology like the use of the internet	13	5.8	18	8.0	22	9.7	85	37.6	88	38.9	3.96	1.152
Rewards and punishment for results	22	9.7	14	6.2	22	9.7	89	39.4	79	35.0	3.84	1.245
Overall Perceptions	6	2.7	15	6.6	28	12.4	124	54.9	53	23.5	3.90	.925

Source: Field Data, (2019)

These data suggest that personal factors are crucial in implementing performance contracts. Indeed, in the literature review, human factors have been highlighted as significant barriers to performance contract acceptance. Personal factors, such as a lack of knowledge and training, opposition to change, and insufficient consultation, according to Omboi (2011) [83], interfere with the implementation of performance contracts [84–86]. The fact that Huduma Center employees are aware of these problems is essential since fixing these issues would enhance service delivery at these facilities. It confirms that personal factors may affect the link between performance contracting and service delivery. In addition, a lack of public engagement, political intervention, and commitment during evaluation have been recognized as human qualities that may impede the execution of performance contracts [27], [87–89].

Service Provision at Huduma Centers

In this study, the dependent variable was service delivery. The number of clients served, public complaints, accountability, and money collection were among the nine characteristics, used to assess service delivery at Kenyan Huduma Centers.

Respondents were asked if they agreed or disagreed that the provided metrics in Kenyan Huduma Centres had improved, as shown in **Table 2**. According to the overall answer score, most employees (80.1 %) considered that services at Huduma Centres had improved considerably (Table 3). Respondents strongly supported accountability in service delivery (4.13 ± 1.063), service stability (4.12 ± 1.011), a reduction in public complaints (4.04 ± 1.138), and consistency in service delivery (4.00 ± 0.987).

Table 2
Experienced Service Delivery at Huduma Centres

	Strongly disagree		disagree		Not sure		Agree		Strongly agree		M	SD
	N	%	n	%	N	%	n	%	N	%		
customers served in numbers	16	7.1	17	7.5	10	4.4	114	50.4	69	30.5	3.90	1.133
Public complaints reduction	10	4.4	22	9.7	15	6.6	80	35.4	99	43.8	4.04	1.138
Revenue collection increase	12	5.3	12	5.3	29	12.8	88	38.9	85	37.6	3.98	1.095
Complain channels access	8	3.5	19	8.4	42	18.6	89	39.4	68	30.1	3.84	1.059
Relatedness of the service to customers	11	4.9	13	5.8	36	15.9	104	46.0	62	27.4	3.85	1.042
Bureaucracy reduction	17	7.5	22	9.7	55	24.3	77	34.1	55	24.3	3.58	1.176
Consistency	9	4.0	8	3.5	32	14.2	103	45.6	74	32.7	4.00	.987
Stability of service	9	4.0	8	3.5	25	11.1	89	39.4	95	42.0	4.12	1.011
Accountability	11	4.9	11	4.9	15	6.6	89	39.4	100	44.2	4.13	1.063
Overall Perceptions	7	3.1	6	2.7	32	14.2	132	58.4	49	21.7	3.93	.861

Source: Field Data (2019)

These findings imply that Huduma Centres in Kenya have significantly improved service delivery to citizens in terms of numbers served, accountability, consistency, a decrease in bureaucracy, and the stability of services provided. Indeed, Huduma Centres have raised the bar on previously substandard service delivery. The Centres are sure to appeal to more members of the public if they strive to be accountable, consistent, and stable. Furthermore, by holding fast to performance contracting principles, these services will develop further, subject to resource restrictions and human factors [87, 89].

Personal Factors' Moderating Effect on the Relationship Between Performance Contracting and Huduma Centre Service Delivery in Kenya.

This investigation aimed to determine how personal factors influence the interaction between performance contracting and service delivery in Kenyan Huduma centers. Personal factors had no moderating influence on service delivery and performance contracting at Kenya's Huduma Centres, according to the null hypothesis, $H_0: \beta = 0$. Moderated Regression Analysis (MRA) was used to test the hypothesis. The link between performance contracts and personal characteristics was crucial. Step 1 employed hierarchical regression, which required the entry of mean composite performance contracting and mean composite personal factor practices. Step 2 involved calculating the interaction variable by multiplying the standardized performance contract scores by the personal factor values. Standardized scores were employed to reduce the risk of multicollinearity due to substantial connections between raw contracting performance and raw personal factor scores. The moderation outcome is shown in **Table 3**.

Table 3

The estimated coefficients of regression for variables in the Effect of Personal Factors on the Relationship Between Performance Contracting and Service Delivery Model

Model B	Unstandardized Coefficients		Standardized Coefficients		Sig.	Tolerance	Collinearity Statistics	
	Std. Error	Beta		T			VIF	
(Constant)	1.426	0.215			6.635	0.000		
1 Composite Performance Contracting Measures	0.363	0.066	0.367		5.509	0.000	0.616	1.623
Composite Personal Factors	0.297	0.061	0.325		4.878	0.000	0.616	1.623
(Constant)	0.691	0.215			3.207	0.002		
2 Composite Performance Contracting	0.282	0.060	0.286		4.713	0.000	0.555	1.801
Composite Personal Factors	0.284	0.055	0.310		5.204	0.000	0.283	3.538
Interaction term	0.252	0.033	0.365		7.558	0.000	0.299	3.349

Source: Field Data (2019)

The unstandardized (B) and standardized (β) coefficients for the two research constructs, utilized in phases 1 and 2, are shown in **Table 3**. In step 1 without the interaction term, B for performance contracting and personal factor practices were 0.363 and 0.297, respectively, and were highly significant ($p = 0.001$). The B coefficients for performance contracting practices, personal factors (moderator), and the interaction term were 0.282, 0.284, and 0.252, respectively, when interaction was added at step 2. The adjusted R^2 for the primary effect model was 0.383. In contrast, the adjusted R^2 for the interaction model was 0.507 (**Table 4**), indicating that adding the interaction term made a considerable contribution, so the interaction model outperformed the primary effect model. As a result, the study interpreted the interaction model, given in Equation 1, to address the research question as shown below:

$$Y_i = 0.691 + 0.282X + 0.284Z + 0.252 XZ,$$

$$t = 3.207, 4.713, 5.204, 7.558,$$

$$R^2 = 0.501 \text{ or } 50.1 \% (p < 0.001).$$

Following the regression analysis results, all of the model's parameters were statistically different from zero with 95 % confidence ($p > 0.001$). This illustrates that performance contracting, personal factors, and their interactions significantly influence Huduma Centres' service delivery levels. According to the model results, a unit increase in performance contracting boosted service delivery levels by 0.282 percent. On the other hand, a unit rise in personal factors increased service delivery levels by 0.284 independently. Finally, a combined unit increase in personal factors and performance contracting resulted in a 0.252-point improvement in service delivery levels. Given that personal factors, both as a significant component and as an interaction factor, enormously impacted service delivery levels. There is sufficient proof to reject the study's null hypothesis and declare that personal factors affected service delivery levels at Huduma Centers. The null hypothesis in the study was rejected because the t-value is greater than 2.

From **Table 4**, The Durbin-Watson statistics for the interaction model, used in the study, were determined to be 1.944, indicating no serial correlation. The adjusted R^2 showed that performance contracting and personal factors jointly accounted for 50.7 % of the variation in service delivery levels. The standard error for the interaction model was determined to be 0.55697, meaning that the estimated service delivery levels, predicted by the model, deviated on average by 0.55697 from the actual service delivery level, which is relatively small, making the estimates closer to the actual observation. The standard error of the interaction model is also smaller than the standard error of the primary effect model, indicating that the interaction model is better than the direct effect model.

Table 4

A Model Summary of Personal Factors Affecting the Relationship between Performance Contracting and Service Delivery

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.624	0.389	0.383	0.62312	1.931
2	0.717	0.514	0.507	0.55697	1.944

Source: Survey Data (2019)

According to the findings, strengthening the predictive capability of performance contracting necessitates the management of human components capable of favourably impacting the performance contracting and service delivery connection [90]. Furthermore, Huduma centers strive to improve personal factors. Performance contracting measures are projected to significantly influence Huduma center service delivery levels, resulting in higher service delivery levels in sampled Huduma centers. This result suggests that Huduma Center performance contracting practices are

not independent predictors of service delivery. Instead, personal factors significantly impacting the performance of contracting-service delivery relationships can enhance their predictive power. In addition, as Huduma Centres attempts to improve personal aspects, the impact of performance contracting on Huduma Centre service delivery levels increases, which results in greater service levels at selected Huduma Centers. Similarly, the interaction impact of 12.5 % appears insignificant in this context, but it represents moderation [91]. The apparent moderator (personal factor practices) at Kenya's Huduma Centres moderates the influence of the predictor variable (performance contracting) on the outcome variable (service delivery) as a consequence of the significant interaction [92].

Study's Recommendations. According to the study, policymakers should address personal characteristics, such as level of education, pay, management styles, employee attitudes and beliefs, and performance contract perceptions to improve service delivery in Huduma centers. Equally, managers should ensure that setting performance standards is critical, for it helps motivate personnel to provide higher-quality service where the goal is meeting or exceeding performance objectives.

Implications for Theory. Theory Refinement: According to the positive moderation effect, personal factors considerably influence the success of performance contracting in improving service delivery. The finding refines the existing theories by underscoring the significance of incorporating personal elements into the performance contracting framework.

Framework Improvement: Performance contracting theoretical frameworks must be improved to provide a more sophisticated knowledge of how individual personal aspects interact with performance contracting to increase its impact on service delivery.

Implications for Practice. Performance contracting implementations will cause managers to design training and development programs to improve personal elements, such as motivation, skills, and attitudes. This tailored approach can maximize the favorable moderating effect and enhance service delivery.

Organizations with new information will now tailor performance contracts to employees' unique characteristics, which will positively impact service delivery and will likely be enhanced if performance targets align with an employee's strengths, motivations, and capabilities.

Incentives for Personal Development: The performance contracting structure should incorporate personal development and growth incentives. This can inspire employees to improve their personal aspects, resulting in better service delivery outcomes.

Limitations of the study. The study only considered Huduma centres, one public sector; hence, generalization to cover other sectors may not be sufficient. Equally, identifying all personal factors is crucial, but some important factors with the highest moderation impact might have been left out, impairing the findings.

Implications for Future Research. Longitudinal Studies: Longitudinal studies should be conducted in the future to determine how the positive moderation effect of personal characteristics on performance contracts evolves. This would provide information about individualized performance contracting schemes' long-term viability and impact.

Comparative Cross-Sectoral Research: Comparative studies across different public service sectors can reveal differences in the moderation effect of personal variables. Understanding these differences will help us better understand how context influences the combination of personal characteristics and performance contracting.

Analyses Qualitative: A more excellent knowledge of how human variables regulate the relationship between performance contracting and service delivery can be gained by supplementing quantitative research with qualitative assessments. Qualitative insights can inform more effective treatments and policies.

4. Conclusion

According to the study, personal factor practices positively and significantly affect the link between performance contracting and service delivery. The study significantly contributed to the existing literature by clarifying the inconclusive and frequently skewed perception of the relationship between performance contracting and service delivery by developing a hypothesis to confirm

a previously unexplored moderation process via an interaction effect on a bond between performance contracting and personal factors.

Conflict of interest

The authors declare that there is no conflict of interest in relation to this paper, as well as the published research results, including the financial aspects of conducting the research, obtaining and using its results, as well as any non-financial personal relationships.

Funding

Researchers did not get any funding from any institution for this research.

Data availability

There is no associated data.

Use of artificial intelligence

The authors confirm that they did not use artificial intelligence technologies when creating the current work.

References

- [1] Nyongesa, W. J., Sewe, T., Ng'ang'a, M. J. (2012). Challenges facing the implementation of performance contracts in state corporations in Kenya. *Research Journal in Organizational Psychology & Educational Studies*, 1 (5), 284–288. Available at: <http://ir-library.mmarau.ac.ke:8080/handle/123456789/4058> Last accessed: 16.11.2023
- [2] Sirkoi, K. R., Omboto, P., Musebe, R. (2021). Perceived Influence of Performance Standard on Quality Public Service Delivery in National Government Administration in Elgeyo Marakwet County, Kenya. *East African Journal of Interdisciplinary Studies*, 3 (1), 116–127. doi: <https://doi.org/10.37284/eajis.3.1.318>
- [3] Nyongesa, W. J., Ntongai, S., Ondoro, C. (2020). The Moderation Effect of Resource Implementation Factors on Performance Contracting and Public Service Delivery in Huduma Centres in Kenya. *Current Journal of Applied Science and Technology*, 68–77. doi: <https://doi.org/10.9734/cjast/2020/v39i3531055>
- [4] Wushe, T., Shenje, J. (2019). The antecedents of employee engagement and their effect on public sector service delivery: The case study of government departments in Harare. *SA Journal of Human Resource Management*, 17. doi: <https://doi.org/10.4102/sajhrm.v17i0.1082>
- [5] Kobia, M., Mohammed, N. (2006). The Kenyan experience with performance contracting. 28th AAPAM Annual Round Table Conference.
- [6] Musa, P. D. (2001). Contract plans and public enterprise performance. Tangier Moroc.
- [7] Ogugi, S. (2013). Performance Contract As A Tool For Management A Case Study Of The State Corporations Sector. Available at: http://erepository.uonbi.ac.ke/bitstream/handle/11295/76235/Ogugi_Performance%20Contract%20As%20A%20Tool%20For%20Management%20A%20Case%20Study%20Of%20The%20State%20Corporations%20Sector.pdf?sequence=4
- [8] Kanyua, F. N., Thiane, K. (2017). Influence of leadership style on service delivery in Embu County Government, Kenya. *European Journal of Economic and Financial Research*, 2 (5), 155–165. Available at: <https://oapub.org/soc/index.php/EJEFR/article/view/280> Last accessed: 16.11.2023
- [9] Cote, R. (2017). A Comparison of Leadership Theories in an Organizational Environment. *International Journal of Business Administration*, 8 (5), 28–35. doi: <https://doi.org/10.5430/ijba.v8n5p28>
- [10] Kenya, B. O. (2016). Factors influencing service delivery in public hospitals: A case of Nairobi County, Kenya. University of Nairobi. Available at: <http://erepository.uonbi.ac.ke/handle/11295/97284> Last accessed: 16.11.2023
- [11] Njoroge, W. W. (2013). Employee factors and perceived service quality in the hotel industry in Nairobi, Kenya. University of Nairobi. Available at: <http://erepository.uonbi.ac.ke/handle/11295/59634> Last accessed: 16.11.2023
- [12] Kumari, K., Ali, S. B., Batool, M., Cioca, L.-I., Abbas, J. (2022). The interplay between leaders' personality traits and mentoring quality and their impact on mentees' job satisfaction and job performance. *Frontiers in Psychology*, 13. doi: <https://doi.org/10.3389/fpsyg.2022.937470>
- [13] Chowdhury, H. J., Uddin, K. (2022). Impact of training and development program on employee performance: a study on state own commercial banks of Bangladesh. *Journal of Asian and African Social Science and Humanities*, 8 (2), 1–30. doi: <https://doi.org/10.55327/jaash.v8i2.266>

- [14] Wanjau, K. N., Muiruri, B. W., Ayodo, E. (2012). Factors Affecting Provision of Service Quality in the Public Health Sector: A Case of Kenyatta National Hospital. *International Journal of Humanities and Social Science*, 2 (13), 114–125.
- [15] Kanana, M. C. (2019). Factors Influencing Performance Of Contract Farming In Kenya: A Case Of Sorghum Smallholder Farmers In Imenti North, Meru County, Kenya. UoN. Available at: <http://erepository.uonbi.ac.ke/handle/11295/107357> Last accessed: 16.11.2023
- [16] Zacharias, T., Rahawarin, M. A., Yusriadi, Y. (2021). Cultural Reconstruction and Organization Environment for Employee Performance. *Journal of Ethnic and Cultural Studies*, 8 (2), 296–315. doi: <https://doi.org/10.29333/ejecs/801>
- [17] Paais, M., Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *The Journal of Asian Finance, Economics and Business*, 7 (8), 577–588. doi: <https://doi.org/10.13106/jafeb.2020.vol7.no8.577>
- [18] Sapta, I., Muafi, M., Setini, N. M. (2021). The role of technology, organizational culture, and job satisfaction in improving employee performance during the Covid-19 pandemic. *Journal of Asian Finance Economics and Business*, 8 (1), 495–505. doi: <https://doi.org/10.13106/jafeb.2021.vol8.no1.495>
- [19] Paz, M. G. T., Fernandes, S. R. P., Carneiro, L. L., Melo, E. A. A. (2020). Personal organizational well-being and quality of organizational life: the mediating role of organizational culture. *RAM. Revista de Administração Mackenzie*, 21 (1). doi: <https://doi.org/10.1590/1678-6971/eramd200122>
- [20] Omar, A. A. (2012). Effect of performance contracting on service delivery at municipal council of Mombasa. University of Nairobi. Available at: <http://erepository.uonbi.ac.ke/handle/11295/13401> Last accessed: 16.11.2023
- [21] Okech, T. C. (2017). Impact of performance contracting on efficiency in service delivery in the public sector. *International Journal of Economics, Commerce & Management*, 1 (5), 198–213.
- [22] Adugna, M. B., Nabbouh, F., Shehata, S., Ghahari, S. (2020). Barriers and facilitators to healthcare access for children with disabilities in low and middle income sub-Saharan African countries: a scoping review. *BMC Health Services Research*, 20 (1). doi: <https://doi.org/10.1186/s12913-019-4822-6>
- [23] Mboera, L. E. G., Rumisha, S. F., Mbata, D., Mremi, I. R., Lyimo, E. P., Joachim, C. (2021). Data utilisation and factors influencing the performance of the health management information system in Tanzania. *BMC Health Services Research*, 21 (1). doi: <https://doi.org/10.1186/s12913-021-06559-1>
- [24] Ormel, H., Kok, M., Kane, S., Ahmed, R., Chikaphupha, K., Rashid, S. F. et al. (2019). Salaried and voluntary community health workers: exploring how incentives and expectation gaps influence motivation. *Human Resources for Health*, 17 (1). doi: <https://doi.org/10.1186/s12960-019-0387-z>
- [25] Ehren, M., Paterson, A., Baxter, J. (2020). Accountability and trust: Two sides of the same coin? *Journal of Educational Change*, 21 (1), 183–213. doi: <https://doi.org/10.1007/s10833-019-09352-4>
- [26] Philip, R. M. (2020). Assessing the impact of the implementation of teacher performance appraisal development tool on the quality of teaching in Kenya. A case study of Narok County secondary schools. *The Cradle of Knowledge: African Journal of Educational and Social Science Research*, 7 (1), 16–28.
- [27] Kogei, J. K., Magugui, C. K., Yano, K. L., Chepkemei, A., Chebet, L. L. (2013). The effects of performance contracting on service delivery in the public sector; Focus on the supply chain department of Moi teaching and Referral Hospital, Kenya. *Int. J. Bus. Commer.*, 2 (6), 12–19.
- [28] Kim, C., Kim, K. (2021). The Institutional Change from E-Government toward Smarter City; Comparative Analysis between Royal Borough of Greenwich, UK, and Seongdong-gu, South Korea. *Journal of Open Innovation: Technology, Market, and Complexity*, 7 (1), 42. doi: <https://doi.org/10.3390/joitmc7010042>
- [29] Curristine, T., Lonti, Z., Joumard, I. (2007). Improving public sector efficiency: Challenges and opportunities. *OECD Journal on Budgeting*, 7 (1), 1–41. doi: <https://doi.org/10.1787/budget-v7-art6-en>
- [30] Kwedho, F. J. (2015). Effectiveness of performance contracts among secondary school teachers in Nairobi city county, Kenya. University of Nairobi. Available at: <http://erepository.uonbi.ac.ke/handle/11295/94322> Last accessed: 16.11.2023
- [31] Waruhia, A. M. (2018). Effect Of The One Stop Shop Model On Service Delivery Of Huduma Centers In Kenya: A Case Study Of Nakuru Center. University of Nairobi. Available at: <http://erepository.uonbi.ac.ke/handle/11295/105558> Last accessed: 16.11.2023
- [32] Oyugi, W. (2015). The Performance of the Higher Civil Service on Policy Management. Pavlov IP 1928 Lect. Cond. Reflexes Translated WH Gantt Lond. Allen Unwin.
- [33] Drezner, T., Drezner, Z., Kalczynski, P. (2012). Strategic competitive location: improving existing and establishing new facilities. *Journal of the Operational Research Society*, 63 (12), 1720–1730. doi: <https://doi.org/10.1057/jors.2012.16>
- [34] Davis, M. J. (2014). Procurement practices influencing service delivery: A case of Kenya Power. *European Journal of Logistics Purchasing and Supply Chain Management*, 2 (3), 79–137.

- [35] Martin, L. L. (2005). Performance-Based Contracting for Human Services: Does It Work? *Administration in Social Work*, 29 (1), 63–77. doi: https://doi.org/10.1300/j147v29n01_05
- [36] Hussein, F. H., Wanyoike, D. (2015). Challenges in service delivery within the procurement function of county governments in Kenya: A case of Nakuru Sub-County, Kenya. *IMPACT: International Journal of Research in Business Management*, 3 (11), 1–14.
- [37] Alam Siddiquee, N. (2008). Service delivery innovations and governance: the Malaysian experience. *Transforming Government: People, Process and Policy*, 2 (3), 194–213. doi: <https://doi.org/10.1108/17506160810902194>
- [38] Nenadál, J. (2015). Quality management systems II. Technical University of Ostrava. Available at: http://katedry.fmfi.vsb.cz/Opory_FMFI_ENG/QM/Quality%20Management%20Systems%20II.pdf Last accessed: 16.11.2023
- [39] Abe, T., Oluwaleye, J. M. (2014). Citizen Participation and service delivery at the local government level: A case of ise/orun local government in Ekiti State, Nigeria. *JL Pol Glob.*, 27, 102.
- [40] Kiboi, A. W., Maalu, J. K. (2023). Management Awareness of Performance Contracting in State Corporations. *Journal of Business and Strategic Management*, 8 (2), 62–77. doi: <https://doi.org/10.47941/jbsm.1306>
- [41] Yegon, G. K., Kipkorir, C. S. S. (2023). Performance Measurement and Effective Communication: Strategic to Service Delivery. *British Journal of Multidisciplinary and Advanced Studies*, 4 (4), 73–90. doi: <https://doi.org/10.37745/bjmas.2022.0282>
- [42] Daristu, E. (2022). Performance Contracting and Service Delivery in County Governments in Kenya: A Case study of Kakamega County. PACU. Available at: <http://dspace.pacuniversity.ac.ke:8080/xmlui/handle/123456789/3651> Last accessed: 16.11.2023
- [43] Muriuki, J. K. (2019). Role of Performance Contracting in Strategy Implementation in Commercial State Corporations in Kenya. JKUAT-COHRED. Available at: <http://ir.jkuat.ac.ke/handle/123456789/5043> Last accessed: 16.11.2023
- [44] Mekonnen, A. (2021). Assessment of practices and challenges of employees performance management system at ethiopian mulu wongel amagnoch church development commission. ST. Mary's University. Available at: <http://repository.smuc.edu.et/handle/123456789/6000> Last accessed: 16.11.2023
- [45] Rajapathirana, R. P. J., Hui, Y. (2018). Relationship between innovation capability, innovation type, and firm performance. *Journal of Innovation & Knowledge*, 3 (1), 44–55. doi: <https://doi.org/10.1016/j.jik.2017.06.002>
- [46] Brunsson, N., Olsen, J. P. (2018). *The Reforming organization: making sense of administrative change*. Routledge, 226. doi: <https://doi.org/10.4324/9781351252188>
- [47] Nyamori, R. O., Boyce, G. (2023). Performance contracting and moral blindness: A study of autonomy and moral responsibility in Kenyan public enterprises. *Critical Perspectives on Accounting*, 95, 102501. doi: <https://doi.org/10.1016/j.cpa.2022.102501>
- [48] Mwanguni, H. J. (2020). Utilization of Monitoring and Evaluation Tools, Performance Contracting, Human Capacity for Monitoring and Evaluation and Research Projects Enhancement in Public Universities in Coast Region, Kenya. University of Nairobi. Available at: <http://erepository.uonbi.ac.ke/handle/11295/153765> Last accessed: 16.11.2023
- [49] Atambo, G., Nyongesa, W. J. (2015). Effects of a Total Rewards System on the Motivation and Quality of Working Life of Female Employees in Institutions of Higher Learning: A Case of the Catholic University of East Africa. Available at: <http://ir-library.mmarau.ac.ke:8080/handle/123456789/9988>
- [50] Wesonga, J. N., Tabitha, S., Muya, J. N. (2012). Facing the implementation of Performance Contracts in State Corporations in Kenya. *Research Journal in Organizational Psychology and Educational Studies*, 1 (5), 284–289.
- [51] Macharia, J. (2019). Effect of the Presidential Digital Talent Programme Innovations on Public Service Delivery. University of Nairobi. Available at: <http://erepository.uonbi.ac.ke/handle/11295/154963> Last accessed: 16.11.2023
- [52] Njoroge, G. W. (2018). The Effects of Performance Contracting on the Delivery of Community Based Public Livestock Extension Services in Isiolo Sub-county, Isiolo County. University of Nairobi. Available at: <http://erepository.uonbi.ac.ke/handle/11295/105593> Last accessed: 16.11.2023
- [53] Nwokorie, E. (2017). Challenges to effective management of public sector organizations in an institutionally corrupt society: A study of Nigeria. *Vaasan yliopisto*. Available at: https://osuva.uwasa.fi/bitstream/handle/10024/7773/isbn_978-952-476-747-7.pdf?sequence=1 Last accessed: 16.11.2023
- [54] Thompson, A. A., Strickland, A. J., Gamble, J. (2007). *Crafting and executing strategy: Text and readings*. McGraw-Hill/Irwin. Available at: https://repository.vnu.edu.vn/handle/VNU_123/90368 Last accessed: 16.11.2023
- [55] Shao, Z., Feng, Y., Hu, Q. (2016). Effectiveness of top management support in enterprise systems success: a contingency perspective of fit between leadership style and system life-cycle. *European Journal of Information Systems*, 25 (2), 131–153. doi: <https://doi.org/10.1057/ejis.2015.6>
- [56] Ahmad, S., Schroeder, R. G. (2002). The impact of human resource management practices on operational performance: recognizing country and industry differences. *Journal of Operations Management*, 21 (1), 19–43. doi: [https://doi.org/10.1016/S0272-6963\(02\)00056-6](https://doi.org/10.1016/S0272-6963(02)00056-6)

- [57] Odero, H. (2018). The Influence of Leadership Styles on Service Delivery in Mombasa County, Kenya. University of Nairobi. Available at: <http://erepository.uonbi.ac.ke/handle/11295/106217> Last accessed: 16.11.2023
- [58] Kinyanjui, H. W., Wambua, P. P. (2020). Performance Management Practices, Organization Structure and Service Delivery. Available at: <https://ir-library.ku.ac.ke/handle/123456789/20297> Last accessed: 16.11.2023
- [59] Kosgei, J. K. (2015). Effects of leadership development strategies on service delivery at Kenyatta National Hospital. Available at: <http://erepository.uonbi.ac.ke/handle/11295/94773> Last accessed: 16.11.2023
- [60] Twanga, R. J. (2017). Leadership Style and Service Delivery in the Ministry of East African Community, Labour and Social Protection–Kenya: 2010 to 2016. University of Nairobi. Available at: <http://erepository.uonbi.ac.ke/handle/11295/103307> Last accessed: 16.11.2023
- [61] van der Merwe, J., van Graan, J., Ukpere, W. I. (2013). Effective Service Delivery: A Leadership Challenge For Policing. *Mediterranean Journal of Social Sciences*, 14 (4). doi: <https://doi.org/10.5901/mjss.2013.v4n14p627>
- [62] Rigii, G. P. (2017). Leadership qualities and service delivery: a critical review of literature. *Saudi Journal of Business and Management Studies*, 2, 643–653.
- [63] Nassazi, A. (2013). Effects of training on employee performance.: Evidence from Uganda. Available at: <https://www.theseus.fi/handle/10024/67401> Last accessed: 16.11.2023
- [64] Cyril, I. (2012). Workers Perception of Performance in selected Public Organizations in Lagos, Nigeria. University of Lagos.
- [65] Bouwman, C. H. (2013). The role of corporate culture in mergers & acquisitions. *Mergers and Acquisitions: Practices, Performance and Perspectives*. NOVA Science Publishers. Available at: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2307740
- [66] Benkler, Y., Shaw, A., Hill, B. M. (2015). Peer production: A form of collective intelligence. *Handbook of collective intelligence*. Vol. 175. Cambridge: MIT Press. 175–204.
- [67] Rajasekar, J. (2014). Factors affecting effective strategy implementation in a service industry: A study of electricity distribution companies in the Sultanate of Oman. *International Journal of Business and Social Science*, 5 (9), 169–183.
- [68] Paarlberg, L. E., Lavigna, B. (2010). Transformational Leadership and Public Service Motivation: Driving Individual and Organizational Performance. *Public Administration Review*, 70 (5), 710–718. doi: <https://doi.org/10.1111/j.1540-6210.2010.02199.x>
- [69] Nahavandi, A. (2015). The art and science of leadership. Pearson. Available at: <https://thuvienso.hoasen.edu.vn/handle/123456789/10405> Last accessed: 16.11.2023
- [70] Wambugu, S. M., Ombui, K. (2013). Effects of reward strategies on employee performance at Kabete Technical Training Institute, Nairobi, Kenya. *Public Policy and Administration Research*, 3 (7), 19–45.
- [71] Armstrong, M., Murlis, H. (2007). Reward management: A handbook of remuneration strategy and practice. Kogan Page Publishers, 722.
- [72] Wesonga, J. N. (2018). Human Resource Management Simplified: A Modern Approach towards Efficiency and Effectiveness. LAP LAMBERT Academic Publishing.
- [73] Islam, Md. T., Pandey, U., Sinha, S., Hussin, S. R. (2023). How does a hotel's hygiene protocol quality trigger guests' revisit intention during the pandemic? Evidence from Chinese guests. *International Journal of Tourism Cities*. doi: <https://doi.org/10.1108/ijtc-05-2022-0144>
- [74] Durdyev, S., Ihtiyar, A., Ismail, S., Ahmad, F. Sh., Bakar, N. A. (2014). Productivity and Service Quality: Factors Affecting in Service Industry. *Procedia – Social and Behavioral Sciences*, 109, 487–491. doi: <https://doi.org/10.1016/j.sbspro.2013.12.494>
- [75] Lee, D. (2019). Impact of organizational culture and capabilities on employee commitment to ethical behavior in the healthcare sector. *Service Business*, 14 (1), 47–72. doi: <https://doi.org/10.1007/s11628-019-00410-8>
- [76] Obenge, P. O., Okibo, W. B., Nyang'au, A., Ondieki, S. M., Nyongesa, W. J., Nyamasege, D. (2014). The effect of staff training on the employee commitment in the implementation of strategic plans in public secondary schools in Kisii County. Available at: <http://41.89.101.166:8080/handle/123456789/9987> Last accessed: 16.11.2023
- [77] Opat, P. M., Wesonga, J. N. (2016). Effects of Free Primary Education on the Quality of Education in Public Primary Schools in Kanduyi Sub-County of Bungoma County, Kenya. *School Of Education (SE)*. Available at: <http://ir-library.mmarau.ac.ke:8080/handle/123456789/4116>
- [78] Salkind, N. J. (2010). *Encyclopedia of research design*. Vol. 1. Sage. doi: <https://doi.org/10.4135/9781412961288>
- [79] Sharma, G. (2017). Pros and cons of different sampling techniques. *International Journal of Applied Research*, 3 (7), 749–752.
- [80] Kangethe, K. (2018). Survey reveals Kenya's leading companies in customer care. *Capital Business*. Available at: <https://www.capitalfm.co.ke/business/2018/08/survey-reveals-kenyas-leading-companies-in-customer-care/> Last accessed: 16.11.2023
- [81] Orodho, J. A. (2005). *Elements of Educational and Social Sciences Research Methods*, Bureau of Education Research Institute and Development'. Kenyatta University, Nairobi, Kenya. White test score institution Process.
- [82] Draugalis, J. R., Coons, S. J., Plaza, C. M. (2008). Best Practices for Survey Research Reports: A Synopsis for Authors and Reviewers. *American Journal of Pharmaceutical Education*, 72 (1). doi: <https://doi.org/10.5688/aj720111>

- [83] Omboi, B. M., Kariuki, F. K. (2011). Factors affecting implementation of performance contract initiative at Municipal council of Maua-Kenya. *Research Journal of Finance and Accounting*, 2 (2). Available at: <https://erepo.usiu.ac.ke/handle/11732/298;jsessionid=9D9A6C28C59C0D0779047589FD950B88> Last accessed: 16.11.2023
- [84] Ondieki, S. M., Okibo, W. B., Nyang'au, A., Obenge, P. O., Nyongesa, W. J., Nyamasege, D. (2014). Effects of direct selling strategy on customer loyalty by commercial banks in Kisii County. *International Journal of Business and Social Science*, 5 (3), 274–282.
- [85] Blanchard, P. N., Thacker, J. W. (2023). *Effective training: Systems, strategies, and practices*. SAGE Publications.
- [86] Rahim, M. A. (2023). *Managing conflict in organizations*. Taylor & Francis, 342. doi: <https://doi.org/10.4324/9781003285861>
- [87] Wesonga J. N. (2021). Moderating effect of implementation factors on the relationship between performance contracting and service delivery of employees at huduma centres in western Kenya. Maseno university. <https://repository.maseno.ac.ke/handle/123456789/5227>
- [88] Akkari, A., Radhouane, M. (2022). *Intercultural Approaches to Education: From Theory to Practice*. Springer Nature, 213.
- [89] Nyongesa, W., Van der Westhuizen, J. (2023). The Effect of Performance Contracting on Public Service Delivery of Employees in Huduma Centres in Western Kenya. *African Journal of Inter/Multidisciplinary Studies*, 5(1), 1–16. doi: <https://doi.org/10.51415/ajims.v5i1.1220>
- [90] Mikalef, P., Boura, M., Lekakos, G., Krogstie, J. (2019). Big Data Analytics Capabilities and Innovation: The Mediating Role of Dynamic Capabilities and Moderating Effect of the Environment. *British Journal of Management*, 30 (2), 272–298. Portico. doi: <https://doi.org/10.1111/1467-8551.12343>
- [91] Aiken, L. S., West, S. G., Reno, R. R. (1991). *Multiple regression: Testing and interpreting interactions*. Sage, 212.
- [92] Narayanamurthy, G., Tortorella, G. (2021). Impact of COVID-19 outbreak on employee performance – Moderating role of industry 4.0 base technologies. *International Journal of Production Economics*, 234, 108075. doi: <https://doi.org/10.1016/j.ijpe.2021.108075>

Received date 08.08.2023

Accepted date 26.09.2023

Published date 30.09.2023

© The Author(s) 2023

This is an open access article under the
Creative Commons CC BY license

How to cite: Nyongesa Wesonga, J., Van Der Westhuizen, J. (2023). *The moderation effect of personal factors on the relationship between performance contracting and service delivery of employees in Huduma Centres in Western Kenya*. *EUREKA: Social and Humanities*, 5, 16–30. doi: <http://doi.org/10.21303/2504-5571.2023.003113>