



Factors Influencing The Implementation Of Performance Contracting Among Public Health Officers In Nyeri County -Kenya

Author: Denis Muriithi Mwaniki

Chief Public Health Officer

Department of Public Health, Nyeri County, Kenya

ABSTRACT

Performance contracting has been widely adopted in Kenya public sector as a key strategy to enhance a culture of accountability for results, and efficiency in service delivery, tracking progress towards target achievements as well as linking rewards and sanctions on performance. Effective performance contracting among Public Health Officers is paramount to achieving national health goals on disease prevention and control, sustainable development goal number six and overall improvement of the population health. This study aimed at investigating factors influencing performance contracting among Public Health Officers working in Nyeri County, Kenya. Performance Contracts as a management tool has been used in the Kenyan health sector since year 2012. Despite this there have been noted declining health indicators in the county.

IndexTerms - Component,formatting,style,styling,insert.

I.INTRODUCTION

A performance Contract (P.C) is a monitoring and evaluation management tool for tracking and measuring agreed upon performance targets (GOK, 2012). The contracts specify the performance expectations of the two parties, their obligations and expected responsibilities for the performance to be achieved. It gauges what needs to be done by the human resources (HR) to achieve the organizational goal and objectives (Armstrong (2007). Effective implementation of performance contracting in the health sector could lead to; better service delivery, efficient utilization of resource, entrenching a performance-oriented culture, objectively measuring and evaluating performance, while ensuring accountability for results at all levels leading to enhanced performance (Korir, 2020)

The County Government of Nyeri engages all Public Health Officers in performance contracting as a means of improving health outcomes in disease prevention, control and promotion of good health among the general population. Despite this there has been noted increase in the emergence and reemergence of common preventable diseases in the County (MOH, 2023). The effectiveness of his initiative is compounded by a number of variables, (Onyango &Wanyoike, 2021)

2. NEED OF THE STUDY.

Recent research has postulated that about 80% of all hospital attendances in Kenya are due to preventable diseases, (KESHFSF 2016-2020). A report published in the Nyeri County Integrated Development Plan (CIDP iii) 2023-2027, indicates that Public Health department missed major targets which were attributed in part by lack of proper Performance Management (CIDP iii, 2023-2027). Nyeri County records the highest cases of hospital re-attendances in Kenya, as well bearing the highest burden non-communicable diseases in Country (KBS, 2015) The world Health organization has recently warned of the negative consequences of

not investing in preventive services contending that, a dollar invested in preventive health can save 5 dollars in direct medical costs and up to 11 dollars in over-all cost. (WHO, 2025).

3.1 Population and Sample

The target population was all the 112 number, Public Health Officers working under the County government of Nyeri. The selected cadre of staff was purposely selected due to the study interest and their role in disease prevention, control and promotion of health in the community. To get an overall perception of the variables under study the respondents were drawn from various levels, ranging from, field officers, program officers, and Sub County and county in charges.

3.2 Data and Sources of Data

The study utilized primary data which was corrected using a self-administered questionnaire from a sample size of 89 respondents out of the 112 total number of Public Health Officers working in Nyeri County.

3.3.0 Theoretical framework

The study adopted two theoretical frame works.

3.3.1 Principal -Agent Theory

According to Aye (2008) and Petri (2002), in a performance contracting, the role of the principal (employer) and the agent (employee) is intertwined. The theory presupposes that both the principal and the agent want to maximize benefits. However, the principal is at a disadvantage point because of lack of adequate information about the agent on how much the agent can perform. Thus the agent will try to go for low hanging fruits that minimize risks of not performing. On the other hand, the principal endeavors to design a contract that is favorable to the agent while at the same time achieving maximum benefit at his end (Ssenooba, 2010).

The theory has an implication that, both the principal and the agent are at two different levels. The principal (employer) aims to get maximum outputs from the employee, while he/she is limited, on how best to assign tasks, facilitate and motivate, for effective target achievement and objectively link reward or sanctions to the overall performance.

On the flip side, the (agent) employee may not be in a position to read the mind of his supervisor especially the intent of the target setting. The agent may have a hindsight bias towards the P.C. and thus looks at it as a punitive measure or a “carrot and stick” dangled by the employer, and so may not willingly and enthusiastically commit to perform. The employee may as a result opt to under target to avoid reprimands.

The challenge postulated here is that there is lack of clarity of different roles and motivations of the two parties and how best they can be bridged for optimal performance.

3.3.2 The Goal-Setting Theory of Motivation

According to Edwin Locke, 1968. Goal-setting theory postulates that where clear goals are set, employees are more likely to put their efforts to meet the goals, which in turn affects performance. Every organization is created to meet a certain goal, which is the ultimate outcome of an effort or task, that a person consciously desires to achieve or obtain. P, C. are therefore designed with this end in mind, (Gutt, Rechenberg and Kundisch, (2020). When the right motivation climate has been created individual and teams are more likely to focus their attention to behaviors and action which leads to goal achievement. The goal provides the main purpose that ensures employees consistently remain on course in pursuit. Thus, the defined goal prevents diversion of attention

3.4 RESEARCH METHODOLOGY

This section, discusses methods that were applied in the study (methods and data collection), the study area, study population, the data collection methods, data analysis, and the procedures that were followed in the study.

3.5 Sample determination

Mugenda (2003), a sample is a representative portion of a particular population. For a sample to pass the validity test, it ought to be representative of the target population. The standard Fisher et al (1998) formula was applied to determine the required sample size. Formulae $n = z^2 p q/d^2$. Using the formula, a sample of 89 respondents was arrived at.

3.6 Sampling Technique

The probability proportion to size method was applied to identify the respondents who participated in the study per sub county. The study area was divided in to eight strata's each representing a sub county, which formed the primary sampling unit. All the respondents were randomly selected. To get the selected specific respondents to be sampled, all eligible respondents were given unique codes. These unique codes were then written in small papers and rolled in to small balls. The balls were then randomly chosen to indicate the study respondents. The identified respondents were given a phone call to arrange for an appointment for the interview.

3.7 Data Collection Technique

This study made use of a self-administered questionnaire to collect primary data. The questionnaire was designed with structured questions and responses in form of statements arranged on a Likert scale. Kothari (2004) asserts that a self-administered questionnaire affords high degree of privacy of response and therefore records a high response rate. The questionnaires were dropped and later picked

3.8 Data Analysis and Presentation

A rigorous method of data analysis was followed. First the data collected was cleaned to identify any errors or inconsistency in entries and collections were made where applicable. Any non-conformist was removed from the data set. The so cleaned data was then coded and entered in the Statistical Package for Social Sciences (SPSS) version 24.0. Classifications in categories of common feature were thereafter done. The now un processed data was then organized in form of statistical tables to detect errors and or any omissions. A qualified data analyst was then involved at this level.

The statistical software (SPSS) version 24.0 was run to analyze the quantitative data and generate, means, frequencies, standard deviations and percentages (Mugenda and Mugenda,2003). (Multi -linear regression model and Pearson correlation co-efficient was used to demonstrate strengths of correlation of the data and draw forms of relationships.

4.0 DATA ANALYSIS, PRESETATION AND INTERPRETATION OF FINDINGS

The following section provides data analysis, presentation, and interpretation of the study's findings. The results were assessed in conjunction with the literature review. The objectives of the study were factored when composing the analytical report. Frequency tables and graphs were employed to illustrate the data analysis.

4.1: Descriptive Statistics

The mean scores (M) and standard deviations (SD), for all the measurement items related to county Government policy, Stakeholder involvement, Motivation factors, and Performance contracts which were the study variables were computed and analysed. The purpose of the descriptive statistics was to estimate the extent to which the factors influence performance implementation among PHO s working in Nyeri County.

4.2: Inferential Statistics

This section presents the results of the research question testing and quantitative analyses and the interpretation of relationships among the various variables under study:

4.2 Correlation Analysis

Since each of the five factors influencing implementation of performance contract variables were not normally distributed and the assumption of linearity was markedly violated, Spearman's rho correlations were computed to examine the intercorrelations of stakeholder's involvement, motivation, institution factors and performance contract of PHOs working in Nyeri County. Table 4.4.1 shows that five pairs of variables were significantly correlated.

TABLE 4.4. 1 CORRELATION MATRIX

	Government policy	Stakeholder involvement	Motivation factors	Organizational factors	performance contracts
Government policy	-	.571**	.490**	.610**	.314**
Stakeholder involvement	-	-	.348**	.638**	.407**
Motivation factors	-	-	-	.598**	.390**
Organizational factors	-	-	-	-	.451**
performance contracts	-	-	-	-	-

** p> 0.01.

The study findings showed that there is a significant perfect positive relationship between factors influencing implementation of performance contracting and performance contract. Therefore, more use of the factors will lead to an improvement of the performance contracting among PHOs working in Nyeri County. All the variables in consideration were significant, implying that an increase in use of government policy, stakeholder's involvement, employee's motivation and institutional factors will lead to an increase in the performance contracting.

Based on the findings, government policy and performance contracting had a positive relationship ($r = .314$, $p < .01$). Stakeholder involvement and performance contracting had a positive relationship ($r = .407$, $p < .01$), while employee's motivation and performance contracting also had a positive relationship ($r = .390$, $p < .01$). Further, institutional factors and performance contracting had a positive relationship ($r = .451$, $p < .01$). The result therefore has led to reject the null hypothesis and it is concluded that government policy, stakeholder's involvement, employee's motivation and institutional factors have a significant influence on the performance contracting of PHOs in Nyeri County.

4.3 Regression analysis

This section presents the results of and the interpretation of relationships among the various variables under study: hypotheses testing and quantitative analyses

4.3.1 Government policy and performance contract

The first objective of the study was to investigate how government policy influences implementation of performance contracting among PHOs working in Nyeri county. A simple regression model was used to determine the relationship between government policy and performance contracting. The model adopted was as follows.

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \dots\dots\dots i$$

Where:

Y = Performance contracting

β_0 = Constant (coefficient of intercept),

β_1 = change in performance contracting for each change government policy

X_1 = government policy

ε = the error term

TABLE 4.5. 1 MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.329a	0.108	0.097	0.78898

a Predictors: (Constant), Government policy

Table 4.5.1(a) show that Government policy ($R^2 = .108$), meaning that, Government policy, explain up to 10.8% of the changes in the performance contracting among PHOs in Nyeri county. (Dependent variable)

Table 4.5.1(b)ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.194	1	6.194	9.95	.002b
	Residual	51.045	82	0.622		
	Total	57.238	83			

a Dependent Variable: performance contracts

b Predictors: (Constant), Government policy

Table 4.5.1 b, shows ANOVA model fitness for influence of Government policy on performance contracts s among PHOs in Nyeri county, was statistically significant ($F = 9.95$). $p < 0.002$ Thus, the model was fit to predict performance contracting using government policy.

Table 4.5.1 (c) Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.022	0.293		6.905	0
	Government policy	0.29	0.092	0.329	3.154	0.002

a Dependent Variable: performance contracts

A simple regression model was statistically significant. Findings showed that government policy had coefficient of estimate which was significant basing on $\beta_1 = 0.29$ (p -value = 0.002 which is less than $\alpha = 0.01$). This led to a conclusion that that government policy has a significant statistical influence on the performance contract among PHOs in Nyeri County. The identified equation to understand this influence was; $Y_1 = 2.022 + 0.29X_1 + \epsilon$

4.5.2 Stakeholders' Involvement and Performance

The second objective of study was to find out the influence of stakeholder's involvement in the implementation of performance contracting among PHOs working in Nyeri county. Table 4.5.2.a, b and c present the findings.

Table 4.5.2(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.408a	0.167	0.157	0.76264

a Predictors: (Constant), Stakeholder involvement

Table 4.5.2(a) show that Stakeholder involvement ($R^2 = .167$), meaning that, Stakeholder involvement, explain up to 16.7% of the changes in the performance contracting among PHOs in Nyeri county.

Table 4.5.2 (b)ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.545	1	9.545	16.411	.000b
	Residual	47.693	82	0.582		
	Total	57.238	83			

a Dependent Variable: performance contracts

b Predictors: (Constant), Stakeholder involvement

Table 4.5.2 b shows ANOVA model fitness for influence of Stakeholder involvement on performance contracts s among PHOs in Nyeri county, was statistically significant ($F = 16.411$, $p < 0.001$). Thus, the model was fit to predict performance contracting using stakeholder involvement.

Table 4.5.2 (c) Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.92	0.257		7.474	0
Stakeholder involvement	0.334	0.082	0.408	4.051	0

a Dependent Variable: performance contracts

From table 4.5.2 (c) above, reveal that simple regression model was statistically significant. The findings show that Stakeholder involvement had coefficient of estimate which was significant basing on $\beta_1 = 0.334$ (p-value = 0.0 which is less than $\alpha = 0.01$). This led to a conclusion that that Stakeholder involvement has a significant statistical influence on the performance contract among PHOs in Nyeri County. The identified equation to understand this influence was; $Y_1 = 1.92 + 0.33X_2 + \epsilon$

4.3.3 Employee's Motivation and Performance Contracting

The third objective of the study was to determine the influence of employee's motivation as regard the implementation of performance contracting among PHOs working in Nyeri county.

4.5.3(a) Model Summary

Model	R	Table R Square	Adjusted R Square	Std. Error of the Estimate
1	.411a	0.169	0.159	0.76157

a Predictors: (Constant), Motivation factors

Table 4.5.3(a) show that Motivation factors ($R^2 = .169$), meaning that, Motivation factors, explain up to 16.9% of the changes in the performance contracting among PHOs in Nyeri county.

Table 4.5.3 (b) ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.679	1	9.679	16.688	.000b
	Residual	47.559	82	0.58		
	Total	57.238	83			

a Dependent Variable: performance contracts

b Predictors: (Constant), Motivation factors

Table 4.5.3 (b) shows ANOVA model fitness for influence of Motivation factors on performance contracts among PHOs in Nyeri county, was statistically significant ($F = 16.688, \rho < 0.000$). Thus, the model was fit to predict performance contracting using Motivation factors.

Table 4.5.3 (c) Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.695	0.308		5.51	0
Motivation factors	0.503	0.123	0.411	4.085	0

a Dependent Variable: performance contracts

From table 4.5.3 (c) above, reveal that simple regression model was statistically significant. The findings show that Motivation factors had coefficient of estimate which was significant basing on $\beta_1 = 0.503$ (p-value = 0.0 which is less than $\alpha = 0.01$). This led to a conclusion that that Motivation factors have a significant statistical influence on the performance contract among PHOs in Nyeri County. The identified equation to understand this influence was; $Y_1 = 1.695 + 0.503X_3 + \epsilon$

4.3.4 Institutional Factors and Performance Contracting

Fourth objective sought to establish how institutional factors influences implementation of performance contracting among PHOs working in Nyeri county.

Table 4.5.4 (a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.468a	0.219	0.21	0.73815

a Predictors: (Constant), Organizational factors

Table 4.5.4(a) show that Organizational factors ($R^2 = .219$), meaning that, Organizational factors explain up to 21.9% of the changes in the performance contracting among PHOs in Nyeri county.

Table 4.5.4 (b) ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.559	1	12.559	23.051	.000b
	Residual	44.679	82	0.545		
	Total	57.238	83			

a Dependent Variable: performance contracts

b Predictors: (Constant), Organizational factors

Table 4.5.4 (b) shows ANOVA model fitness for influence of organizational factors on performance contracts among PHOs in Nyeri county, was statistically significant ($F = 23.051$, $p < 0.001$). Thus, the model was fit to predict performance contracting using organizational factors.

Table 4.5.4 (c) Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.541	0.295		5.219	0
	Organizational factors	0.412	0.086	0.468	4.801	0

a Dependent Variable: performance contracts

From table 4.5.4 (c) above, reveal that simple regression model was statistically significant. The findings show that Organizational factors had coefficient of estimate which was significant basing on $\beta_1 = 0.412$ (p -value = 0.0 which is less than $\alpha = 0.01$). This led to a conclusion that that Organizational factor has a significant statistical influence on the performance contract among PHOs in Nyeri County. The identified equation to understand this influence was; $Y_1 = 1.541 + 0.412X_4 + \epsilon$.

4.6 Combined Effect of the factors, influencing implementation of performance contracting, among public health officers working in Nyeri County

The study sought to determine the combined effect of factors, influencing implementation of performance contracting, among public health officers working in Nyeri County. Multiple regression analysis was employed to assess the association between factors (dependent variable) and performance contract (independent variables). The results are represented in table 4.6 below.

Table 4.6 Simultaneous Multiple Regression Analysis Summary for government policy, stakeholder, motivation, organization factors predicting performance contract (N = 83)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	SE B	Beta		
	(Constant)	1.203	0.339		3.551	0.001
	Government policy	0.053	0.12	0.061	0.445	0.05
	Stakeholder involvement	0.183	0.109	0.224	1.683	0.046
	Motivation factors	0.27	0.15	0.221	1.799	0.036
	Organizational factors	0.203	0.136	0.231	1.496	0.039

A Dependent Variable: performance contracts

Simultaneous multiple regression was conducted to investigate the best predictors of performance contract among public health officers working in Nyeri County. The combination of variables to predict performance

contract from government policy, stakeholder involvement, motivation factors, organization factors was statistically significant, $F(4, 79) = 7.33, p < .001$. The beta coefficients are presented in table 4.6. the result indicated that all the factors predicted the performance contract when combined. The adjusted R^2 value was .234. This indicates that 23.4% of the variance in performance contract was explained by the model.

The multiple linear regression model is derived as shown below

$$Y = 1.203 + 0.053X_1 + 0.183X_2 + 0.27 X_3 + 0.203 X_4 + \varepsilon$$

The model shows that a unit increase in performance contract is as a result of unit increase in government policy, increase in stakeholder involvement, increase in motivation factors and increase in organization factors.

5.0. RESULTS AND DISCUSSION

5.1. Influence of Government Policies on Performance Contracting

Based on the correlation matrix findings, the government policy and performance contracting had a positive relationship ($r = .314, p < .01$). These findings were in the line with the findings of Ouchi (2019), who found that government policies and performance contracting had a positive and interdependent relationship. Government policies sets the foundation and direction for public sector performance. Performance contracting is a method for effectively implementing those policies and improving service delivery. The policies demonstrate the broad objective of the government, which keeps all the departments under them focused to a singular objective. It's important to articulate the policy frameworks very clearly while at the same time make them accessible to all the staff, for ease of reference and implementation.

5.2 Influence of Stakeholder's Involvement of Performance Contracting

The result of the study indicated that stakeholder involvement and performance contracting had a positive relationship ($r = .407, p < .01$). these findings were consistent with the findings of Nederhand and Klijn (2019), who found that stakeholder engagement can lead to better health performance. The study is also in support of Wang et al., 2022, who emphasized that involvement of employee is critical because it promotes a sense of ownership, which is a motivator to target achievement. Involving the employees in the entire process of performance contracting all the way from target setting, implementation up to the evaluation, makes the employees own the process, and thus more likely to do all the undertaking required. "People maintain and sustain what they help create".

5.3: Influence of Motivational Factors on Performance Contracting

Overall, the employee's motivation and performance contracting had a positive relationship ($r = .390, p < .01$).

Motivated people perform better, and performance contracts can help create motivation by establishing clear goals and expectations, resulting in higher productivity and engagement (Latham 2023).The findings were supported by the findings of Saraswaty and Fadli (2024), who found that provision of save work environments is critical in the workplace because it protects workers' health and well-being, decreases accidents and injuries, and assures regulatory compliance, resulting in increased productivity and profitability. A safe and healthy work environment promotes a positive culture, boosts employee morale, and can even improve an organization reputation (Geetha, 2024).

5.4 Influence of Institutional Factors on Performance Contracting.

Overall, the findings indicated that institutional factors and performance contracting had a positive relationship ($r = .451, p < .01$). Issues such as linking performance to compensation, has the potential to improve both public service delivery and organizational performance. This is particularly effective when done within a supportive institutional framework that emphasizes responsibility, efficiency, and clear performance goals (Shalley 2024).

The findings were in support of a study carried out by Bodilenyane and Mooketsane (2019), who found that Supervisors play an important leadership role that motivates employees by giving direction, mentorship, and a supportive environment. The supervisor set clear expectations, provide constructive feedback, and encourage people to attain their greatest potential. This leadership, in turn, improves morale, productivity, and innovation among the team (Shalley 2024).

It's important for health care organizations to establish elaborate, and supportive work environments, coupled with strategic leadership and management. Further it's important to provide regular feed backing on targets achievement, and objectively appraise the process. In an equal measure organization ought to afford

employees opportunities for continuous professional development and or capacity building to fill skills gaps in order to enhance the entire process of performance contracting.

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