

**ASSESSMENT OF FACTORS INFLUENCING SETTING OF REALISTIC TARGETS
ON SERVICE DELIVERY OF NATIONAL GOVERNMENT ADMINISTRATIVE
OFFICERS, KAKAMEGA COUNTY KEN YA**

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ABSTRACT

The ever increasing demand for quality service delivery in the public sector triggered the development of Rapid Result Initiative as a result-focused learning process aimed at jumpstarting major change efforts through a series of small-scale, results producing and momentum-building initiatives. The main purpose of the study was to assess the influence of Setting Realistic Targets on service delivery of National Government Administrative Officers at Kakamega County. The Sample consisted of 105 employees from the total population of 347 employees, Stratified Random sampling was used. Data was collected through questionnaires. In the analysis descriptive statistics, correlation analysis and simple regression analysis was performed to establish whether there is statistically significant relationship between setting realistic targets and service delivery. A conclusion was drawn and sought that there is strong relationship between setting of realistic targets and service delivery.

Key Words: *Service delivery, Realistic Targets, Employee motivation, Employee Involvement*

INTRODUCTION

In Kenya RRI is one of the approaches that is widely acclaimed to deliver and currently promoted by the World Bank. (Obongo, 2008) indicates that since 2003 there have been three waves of RRI initiatives moving from being a mere tool for generating results within 100 days to being a robust tool for transforming the public service from process orientated to results based management culture; establishing public service values and providing a mechanism that supports the achievements of Economic Recovery Strategy (ERS), the attainment of Millennium Development Goals (MDGs) and the Vision 2030 – Kenya’s flagship strategy for public service renewal. In praise of this approach, (Brown *et al*, 2005) contend that capacity to fulfil its responsibility and responsiveness to citizens needs and rights are key to RRIs in the public sector.

In Kakamega County, there are twelve Sub Counties (previously known as districts), twenty seven Divisions, seventy three Locations and two hundred and thirty six Sub Locations. The duties of National Government Administrative Officers are: coordinate improvement of security and policing services; to ensure society free from alcohol, drug and substance abuse; supervise and coordinate performance of National Government departments; promote cohesion, integration and patriotism to enhance peace and national unity; coordinate disaster management and response; promote good governance, accountability and participation of the people in the implementation of National Government programmes for sustainable development; propagate and ensure implementation of National Government policies and programmes and deliver presidential speeches; ensure regular monitoring and evaluation of projects and programmes of the National Government; perform any other function that may be assigned by National Government from time to time, (National Government Coordination Act, 2013).

Setting of Realistic Targets

According to (Grant, 2012), setting of goals/targets should be done in such a way as to facilitate the development and implementation of an action plan. The action plan should be designed to motivate the individual into action, and should also incorporate means of moni

evaluating performance thus providing information on which to base follow-up coaching sessions. One benefit of setting learning goals is that they tend to be associated with higher levels of intrinsic motivation which in turn is associated with performance (Sarrazin et al., 2002).

Robust support has been demonstrated for the efficacy of goal setting as an intrinsically motivating tool to enhance task performance at both individual and group level (Wright, 1991). Commitment to goals can also be affected by attaching incentives (or rewards) to the achievement of the goal. Wright (1991), Locke et al. (1988) and Hollenbeck & Klein (1987) hypothesise that incentives increase the attractiveness and value of goal attainment, consequentially increasing commitment to that goal. The considerable applied research investigating the relationship between goals and incentives has focused principally on the effects of immediate rewards attached to successful task performance. Surprisingly little attention has been paid to the relative advantages of short term (proximal) and long-term (distal) goals in terms of their motivational value. On the basis of limited experimental studies, Locke & Latham, (1990) speculate that short-term goals provide more frequent and immediate opportunities for development of self-efficacy and self-reward based on regular feedback.

Research Problem

The mandate of the Ministry of Interior and Coordination of National Government is to keep Kenya safe and secure and to coordinate national Government functions. RRI was introduced in the public service as a deliberate policy in order to improve performance, service delivery and governance (GOK, 2004). It calls for administrative officer's empowerment, innovativeness and teamwork. It was designed to achieve defined results by improving planning, programming, management, efficiency, effectiveness, accountability and transparency. However, despite launching various waves of RRI by NGAOs to improve service delivery, complaints have been raised by several stakeholders on insecurity, deaths due to alcohol and drug abuse and inadequate service delivery. Several incidents showing evidence of absence of RRI have been cited.

Research Hypothesis

This research study sought to test the following hypothesis:

H₁: There is a relationship between setting of Realistic Targets and service delivery.

Value of the Research Study

It was envisaged that this study would contribute towards filling the gap in the body of knowledge in setting realistic targets adopted by National government in Kenya. The study intended to establish a link between setting realistic targets and Service Delivery.

The findings of this study were valuable to GOK, especially Ministry of Interior and Coordination of National Government in developing and enriching a policy on how to strengthen RRI through setting of realistic Targets as a performance management tool to address service delivery by public officers.

Theoretical Foundation of the Research Study

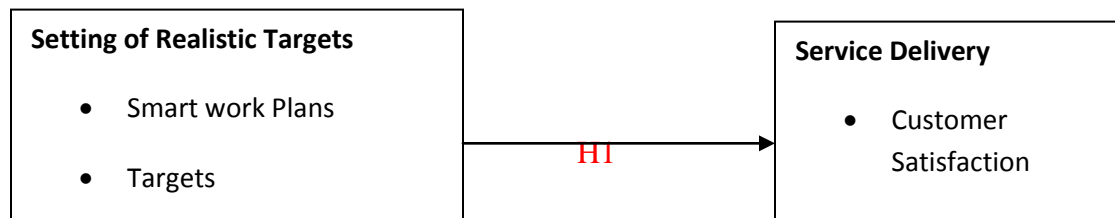
Goal Setting Theory

Implementation of rapid results initiative depends on the goals set by an organization. The underlying premise of goal setting theory is that conscious goals affect what is achieved (Latham, 2004). Goal setting theory asserts that people with specific and challenging goals perform better than those with vague goals, such as “do your best”, specific easy goals or no goals at all. Thus, goal setting theory assumes that there is a direct relation between the definition of specific and measurable goals, performance and expected results: if managers know what they are aiming for, they are motivated to exert more effort, which increases performance and achievement of results (Locke & Latham, 2002, 1990).

Critics of goal setting theory have argued that most research has ignored a time horizon when setting goals (Ordoñez, *et al.*, 2009). For example, if short-term goals are set, then managers will most often only focus on short-term performance at the expense of long-term performance. (Cheng, Subramanyam, and Zhang, 2005) found that focusing on meeting only quarterly performance goals can result in firms not investing in long-term research and development efforts.

Conceptual Model

Rapid Results Initiatives taps into the human desire to succeed by enhancing implementation capacity through setting of realistic targets

Figure 1: A Conceptual Model showing Setting of Realistic Targets on Service Delivery

Source: Researchers (2015)

The relationship indicated on Figure 1 was envisaged to exist in organizations, but the application of different Setting of Realistic Targets tends to have implications on the Service Delivery.

Methodology

Descriptive research design was applied to assess the influence of Setting of Realistic Targets effect on the service delivery of NGAOs. The study employed both qualitative and quantitative methods. Sample consisted of 105 employees from the total population of 347 employees, Stratified Random sampling of five strata each comprises of the following stratum; County Commissioner 1, Deputy County Commissioner 4, Assistant County Commissioner 9, Chiefs 21 and Assistant Chiefs 70 was used . Data was collected through questionnaires. In the analysis, descriptive statistics, correlation analysis and simple regression analysis was performed to establish whether there is statistically significant relationship between Setting of Realistic Targets and service delivery

Pilot Reliability Test of the Instrument

To confirm whether the adapted instrument is understood or not by the respondent a pilot reliability test was conducted. A total of 20 questionnaires were distributed to the pilot respondents selected from each strata of the NGAOs based on their easily accessibility to the researcher. Then the returned 20 pilot instrument were coded and a Cranach's Coefficient Alpha test was employed by SPSS version 21.

Data Analysis and Interpretation

Table 1: Summery of Reliability test

No	Variables of the study	No of Respondent	No of items	Overall Cronbach Alpha	Inter item Cronbach's Alpha
1	Service delivery	86	5	0.902	.891 - .923
2	Setting of realistic targets	86	5	0.728	.623 - .801

Source: Research, 2015

Therefore, as indicated in table 3.5 above, the Cronbach's alpha score for all items of the instruments are above acceptable level of alpha (i.e. 0.70), hence the instruments employed in this study was reliable.

Table 2: Summary of Validity test

No	Variables of the study	Items	Factor Analysis		
			component	Eigen Value	Factor Loading
1	Service delivery	5	2	1.079	62.71%
2	Setting of realistic targets	5	2	1.213	61.36%

Source: Research, 2015

As it is shown in table 2 above; among the 5-items concerning service delivery, two components had Eigen-value (EV) greater than one and the factor loading of 62.71%. Among the 5-items of setting realistic targets, two components had $EV > 1$ and factor loading of 61.36%.

Table 3: Employees perception on how setting of realistic targets influence service delivery

No	Items used for measurement of employees perception on how setting of realistic targets influence service delivery	Mean	Std. Deviation
1	Setting of realistic targets improves service delivery	4.23	.973
2	I was involved in setting RRI targets	3.05	1.192
3	The RRI targets set are tailored towards my individual abilities	3.19	1.161
4	The timeline for the set goals (100 days) is enough to achieve my set targets	3.58	1.150
5	I was rewarded/recognized for meeting my targets	3.01	1.198
	Total	3.41	1.135

Source: Research, 2015

From the above table, the mean score for one item is high, that is, 'Setting of realistic targets improves service delivery' with a mean value of 4.23. Whereas, the respondent level of setting of realistic targets is moderate for one item, that is, 'the timeline for the set goals (100 days) is enough to achieve my set targets' with a mean value of 3.58. However, the respondent's level of the remaining three statements is low with mean score ranged from a maximum of 3.19 to a minimum of 3.01.

The overall response for the five items indicates the mean of 3.41 and SD of 1.135. The higher the mean score, the more that respondent agreed with the statement and vice versa. The figures for standard deviation (SD) also indicate the degree to which responses varied from each other; the higher the figure for SD, the more variation in the responses. Therefore; this result based on Zaidatol and Bagheri (2009) mean score compression basis, the mean score of 3.41 indicates that there is low level of satisfaction towards the current setting of realistic targets, which implies, the respondents are 'dissatisfied' with the RRI system in Kakamega County.

Thus, from the above empirical result, this study finding is supported by the studies of Sarrazin et al., (2002), Wright, (1991) and Locke et al., (1990).

The relationship between setting of realistic targets and Service Delivery

Table 4: Correlation matrixes of Setting of Realistic Targets and Service Delivery

Variables		Setting of Realistic Targets	Service Delivery
Setting of Realistic Targets	Pearson Correlation	1	0.501**
Service Delivery	Pearson Correlation	0.501**	1
	Significance	0.000	0.000
** Correlation is significant at the 0.01 level (2 –tailed)			

Source: Research, 2015

From the above table it shows that there is substantial correlation between setting of realistic targets and service delivery variable.

Table 5: ANOVA

Model		Sum of Squares	df	Mean square	F	Sig.
1	Regression	11.701	4	2.189	50.975	.009
	Residual	189.883	95	2.012		
	Total	201.584	99			

Source: Research, 2015

The significance value is .009 which is less than 0.05, thus the model is statistically significant in predicting setting of realistic targets. The F critical at 5% level of significance was 3.25. Since F calculated is greater than the F critical (value = 50.975), this shows that the overall model was significant.

Table 6: Coefficient of Determination

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	Beta		
1	(constant)	1.184	1.253		0.923	0.004
	Setting of realistic targets	0.189	0.147	0.198	0.678	0.003

Source: Research, 2015

The researcher conducted a multiple regression analysis so as to determine the relationship between service delivery and the setting of realistic targets. As per the SPSS generated table 6 above, the equation $Y = \beta_0 + \beta_1 X_1$

Where Y is the dependent variable (service delivery), X1 is the setting of realistic targets variable. According to the regression equation established, taking all factors into account constant at zero, service delivery will be 1.184. The data findings analyzed also showed that taking all other independent variables at zero, a unit increase in setting of realistic targets will lead to a 0.189 increase in service delivery. At 5% level of significance and 95% level of confidence, the most significant factor is setting of realistic targets at 0.189 level of significance.

Summary

From the study, most National Government Administrative Officer's agreed that, setting of realistic targets improves service delivery and the timeline for the set goals (100 days) is enough to achieve the set targets. However, the respondents are dissatisfied with the current practice of the organization involving them in setting RRI targets, rewarding/recognizing them for meeting set targets and not tailoring RRI targets towards their individual abilities. These findings are supported by studies of; Zaidatol and Bagheri, (2009), Serrazin et al., (2002) and Locke et al., (1990).

Conclusion

Thus, from this finding, it can be concluded that remarked areas of dissatisfaction are the good indicators and the root causes for employees' negative perception regarding to the setting of realistic targets practice of their organization. In turn, it might have its own impact on the employees work outcomes in the form of service delivery. Therefore there is need to involve the employees in setting of realistic targets which are tailored towards their individual abilities and also rewarding/recognizing those who meet the set targets.

Recommendations

To enhance ownership by staff, target-setting schemes should, as far as possible, reflect the product of a participative approach. This should, ideally involve representatives from a cross section of the population from National Government Administrative Officers. Such an approach should reduce the potential for setting unrealistic and possibly counterproductive goals, by providing an insight into the scope for target conflict.

Based on the findings from this study, there is need to motivate staff who performed exceptionally well because a staff that is rewarded for his or her outstanding performance will spur other staff into action and may certainly nurture an inbuilt desire to excel, which will ultimately impact positively on the general performance of the employees of the organization.

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