

Performance Management System and Service Delivery at the Pharmacy and Poisons Board of Kenya, Nairobi City County

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Abstract:

Background: Universal Health Care is among the big four agendas of the Kenyan government, and therefore, Pharmacy and Poisons Board was a major partner in ensuring that the government achieves this objective. To achieve this goal, a performance management system was a key in-state corporation in ensuring that the ministry of health is streamlining the service delivery required to have efficient and quality services. Previous studies had highlighted that state corporations are used to delay service delivery which denies many citizens the much-needed timely services. The main purpose of this study was to evaluate the effect of the performance management system on service delivery, focusing on goal setting, employee training, employee remuneration, and performance management systems in Pharmacy and Poisons Board. This study was anchored on goal setting theory, expectancy theory, game theory, and cognitive dissonance theory, which was also strengthened by the reviewed empirical studies on the topic.

Methodology: The study adopted a descriptive research design in carrying out the study with a target population of 150 employees of the Pharmacy and Poisons Board. Due to the limited time and cost of the research, the researcher used a stratified random sampling technique to select a sample size of 90 employees to represent the entire target population in the study. The sample size included employees from all cadres namely; management level, line managers, and support staff avoid skewness of the responses. The study used a well-structured questionnaire to collect primary data from the participants because the data collection tool is faster and less costly in collecting huge data in the shortest time possible. The questionnaire included both closed and open questions that aimed to focus on the objectives of the study. The data collection instrument was tested for reliability and validity by conducting a pilot study, which produced favorable results on the reliability of the questionnaire in collecting data that would answer the research questions. The collected data was analyzed in terms of descriptive and inferential statistics with the help of Statistical Packages for Social Sciences analysis tools

Results and Findings: The study results gave a p-value of 0.00, which was less than the 0.02 level of significance stipulating that the study model was significant in predicting the effect of the four independent variables (goal setting, employee training, employee remuneration, and performance appraisal) on service delivery. The study findings also indicated that all study variables had a p-value of 0.001, which demonstrated that there existed a significant relationship between performance management and service delivery in state corporations.

Conclusion: The study concluded that service delivery was significantly affected by goal setting, employee training, employee remuneration, and performance appraisal. The study further concluded that adequate and effective formal systems play a significant role in monitoring and evaluating the performance of employees objectively. The study recommends that the board should develop and implement a robust f=goal setting process, employee training programs, adequate and objective remuneration policies, and effective performance appraisal. The study also recommends that a further study on performance management systems on the entire healthcare sector in Kenya, because the Pharmacy and Poisons Board was limited to small sample size in the health industry.

Keywords: goal setting, performance appraisal, employee remuneration, service delivery, employee training

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I. Introduction

1.1 Background to the Study

Globalization has resulted in drastic changes and adjustments in the business environment for operations, with new technology being employed across the industries, which has disrupted traditional ways of

operations. One major effect of globalization is on state corporate service delivery. Service delivery in the public sector has been influenced greatly by the emergence of self-service technology. Self-service technologies are technical barriers that enable the customer to deliver the service independently of the service provider's direct involvement [1]. Today, various institutions are working tirelessly to be able to cope with the ever-changing performance management system practices that drive service delivery in the international environment. [2] noted that performance management systems have changed but not in totality because the current workforce wanted an agile and flexible approach. Therefore, a performance management system approach that seeks to achieve engagement, productivity, and staff retention benefits in real-time [3]. These processes and systems are significant for optimal performance and in return quality service delivery to customers.

Customer satisfaction is key in measuring and describing quality service delivery. According to [4], service delivery is said to be quality when it meets or exceeds the customers' expectations. Therefore, quality service refers to the process that is more inclined with the expectations of the customer, changing institutional policies to match the customers' needs and desires [5]. It also requires the organization of the human resource who directly engages and interacts with the customer. According to [6], quality service delivery is the totality of a company's policies and procedures, which affect directly or indirectly the quality of service. Quality of service delivery is anchored on the customer evaluation of different services offered by an entity alongside service personnel behaviors and the service quality assessment. According to [7] indicated that the quality of service ought to be measured in terms of the quality of the process when facilities are tested by customers in the process and the quality of the service where customers review is carried out after the service.

To achieve quality service delivery, strong and effective performance management systems should be put in place. Performance management systems involve performance planning, continuous reviews, training of front office staff, performance assessment, and review [8]. Organizations use quality standards that can be employed anywhere across environmental and cultural experiences to achieve intended goals. Management of various entities applies performance management systems to get a balance between the goals of the institution and that of individual departments, staff, and other stakeholders with a major aim of improving competitiveness, effectiveness, and offering quality service. The application of performance management standards in an organization's operations will ensure that the procedures and the outcomes are certain and can be measured through performance appraisal. Performance management systems are important when conducted in compliance with the organization's set goals. This is because it strengthens very critical and organizational objectives to be accomplished.

1.2 Research Problem

World Health Organization (WHO) states that provision of service is the only aspect that cuts across all other considerations because it affects health end-user satisfaction, delivery of quality and timely services is therefore critical and essential [10]. Pharmacy and Poisons Board as a regulator faces numerous challenges in the execution of its function like counterfeit drugs, illegal and unlicensed premises, quacks operating as professionals, and provision of substandard drugs in the market always hinders the service delivery within this state-corporate. A report by [9], over 150 pharmacy outlets have been closed down and culprits arrested between April and August 2019. This posed a great danger to the masses. Also [10] reported that a large number of unregistered outlets and the figure could be higher up to 40,000 illegal pharmacy shops in Africa.

Past studies have indicated that institutions with employee training and development had a greater effect on their productivity and experienced efficient and greater service delivery. [11] argued that the effect of development on public sector worker efficiency, employee training exhibited a higher influence on the productivity of workers. Also, [12] conducted a study on the effectiveness of performance appraisal systems, however, they only focused on goal setting and performance appraisal, which does not reflect the entire performance management cycle. Further, the study revealed that some participants viewed performance management as a bureaucratic activity that was a waste of time. Despite many studies conducted on performance management, only a handful of studies focused on performance management systems revolving only on two factors namely; goal setting and employee training. Therefore, this study aimed to seal the gap identified from the previous studies on the effect of performance management systems on service delivery in the Pharmacy and Poisons Board incorporating employee remuneration, goal setting, employee training, and performance appraisal.

1.3 Research Objective

1.3.1 General Objective

The main purpose of this study was to establish the effect of the performance management system on service delivery of the Pharmacy and Poisons Board in Kenya.

1.3.2 Specific Objectives

- i. To assess the effect of goal setting on service delivery in the Pharmacy and Poisons Board
- ii. To determine the effect of employee training on service delivery in the Pharmacy and Poisons Board

- iii. To examine the effect of employee remuneration on service delivery in the Pharmacy and Poisons Board
- iv. To establish the effect of performance appraisal on service delivery in the Pharmacy and Poisons Board

II. Literature Review

2.1 Theoretical Literature

The study was anchored on four relevant theories namely; goal theory, game theory, expectancy theory, and cognitive dissonance theory. The theories were conceptualized around performance management systems as a significant component for service delivery. Goal theory states that various conditions are specifically significant in successive achievement [13]. Goal theory is a social motivation theory, which assumes that employees have unique expectations, which can be interpreted on targets they intend to achieve. The goal theory has two distinct attributes, which include content and intensity. [13] indicated that clear targets are hard to achieve, but also the targets help in contributing to higher performance than when employees try to do their best. The immediate individual efforts and energies were positively shaped by such goals towards a specific direction. An immediate relationship remains between how specific and difficult a goal is and the performance of a duty by a given individual. This theory was relevant to the research as positional considerations are moderators for the impact of the target on results.

The study also anchored its findings on expectancy theory, which states that employee motivation was a result of how much an individual wants a reward, and assessment that the probability of the effort would lead to performance, which in turn will attract a reward [13]. The expectancy theory is anchored on four beliefs, which include employee perception within the organization which reflects their desires, interests, and previous experience. Another belief of the theory is the conduct of a person on his decisions about service delivery and also employee expectations on different issues from the organization. The last belief is the employees will select among the options for maximizing efficiency. According to [14] states that a human attempt to act in a particular manner is determined by the strength of the expectation from the performance of the task and attractiveness of outcome by an individual. The expectancy theory applies to this study as employee remuneration acts as a motivator for achieving good performance such as rewards could be an incentive, promotion, salary increase, and recompose granted must fulfill the personal goals of the employees.

The study also applied game theory, which states that players in a game are rotational and will strive to maximize payoffs in a game [14]. The game theory is employed in defining, forecasting, and justifying behavior. Similarly, the game theory has been used in this study to establish ethical or normative behavioral theories. Game theory involves three components, which consist of tactical dynamic, collection of restrictions on participants' behavior, and the requirements of stakeholder rights [14]. The theory can be employed in various situations in making rational decision-making. The theory is applied to this study because it is used in understanding performance improvement programs that improve the quality of services in organizations.

Finally, cognitive dissonance theory was used to explain customer satisfaction as moderated by the behavior of employees in service delivery [7]. Cognitive in this study refers to the perception held about the service before experiencing it, while dissonance explains the bad feelings or discomfort that arises from the comparison of feeling and actual reality after using services [7]. Resistance to change has a relationship with the degree of dissonance with high dissonance resulting in high resistance while low dissonance resulting in low resistance. Cognitive dissonance theory views quality service delivery as an arrangement where the user is either somehow satisfied, dissatisfied, or very dissatisfied [3]. Flexibility in adjustment decreases with the level of dissatisfaction.

2.2 Empirical Literature

The empirical literature review focused on past studies on performance management and service delivery to highlight the contribution of other researchers in the field of service delivery. The study reviewed a study by [15], which researched the effect of performance incentives in performance management on service provision at the ministry of tourism in Kenya. [15] researched the impact of goal setting as a measure of performance by collecting data from 164 employees in the Ministry of Tourism across all cadres. The study employed a descriptive research design to explain the effect of performance targets on the provision of services in the public sector. The study also employs SPSS in analyzing the collected data. The study findings revealed that set standards and targets exhibited a strong positive correlation to service delivery.

An empirical literature review on a study conducted by [16] on performance contracting on service delivery was conducted in Kirinyiga University staff. The specific objectives of the study were to find out the effect of target setting, implementation of targets assessing and, monitoring targets on service delivery. To achieve these objectives, the study's target population was 162 employees of the university with a response rate of 61.73%. To ascertain the validity and reliability of the data collection instrument the study conducted a pilot study. The stud findings indicated that there was a significant relationship between target setting and service

delivery. The targeting setting ensures that there is a well-defined role, management support, and setting of SMART objectives.

A review of [17] on the evaluation of the outcome of customer service training for staff, a case of Barclays Bank Ghana Limited. The main purpose of the study was to evaluate the impact of staff training on customer service delivery at Barclays Bank. The study employed the exploratory and descriptive design methodology in explaining the relationships of the study variables. The study targeted employees and customers of Barclays Bank. It used a simple random sampling technique to select a sample size of 150 participants. The study used questionnaires as data collection instruments, which were divided into two parts; for the staff and the customers. The study analyzed its data using descriptive statistics through the help of SPSS software and presented the results in terms of tables and figures for ease of analysis and interpretation. The study findings indicated that 75% of the bank's customers were satisfied with the bank's service delivery. The study also found out that there existed a strong and positive correlation between employee training and customer service delivery. Therefore, the study concluded that organizations' service delivery depends on training programs they offer to their employees.

[18] conducted a study on the effect of compensation on staff accomplishment with a focus on Kenya Power and Lighting Company (KPLC). The study focused on assessing the impact of incentives particularly cash bonuses on employee productivity. The study targeted a population of 84 employees of KPLC at the Nakuru Branch. Out of the total employees working at the Nakuru Branch, only 68% responded, which was sufficient for data analysis. The study employed a correlation research design to obtain data through the use of questionnaires because of its efficiency and cost-saving. The study results indicated that motivating employees with cash bonuses did not have any impact on service delivery. The results of the study demonstrate that employee productivity and service delivery does not only depend on cash bonuses but also other factors that play a major role in influencing the performance of the staff.

Various studies (19;20; and 21] conducted studies on the effect of performance appraisal on service delivery, although, in various sectors. [21] conducted a study in Johannesburg focusing on the impact of service delivery in the metropolitan municipality. The study did not explicitly provide the research design employed but it provided a questionnaire as the study's data collection instrument. The study findings indicated that both managers and subordinates set objectives but missed performance evaluation. The major performance metrics were created without incorporating the input of employees and the community. The study concluded that the adoption of the convergent model of a performance management system that is oriented to service delivery was critical.

III. Research Methodology

The study employed a descriptive research design in obtaining and analysis of the data. The descriptive design was used because of its accurate representation of persons, situations and making inferences about the target population is required. According to [22] descriptive analysis had the potential to give the situation in its entirety when expounding on the actual situation. The study targeted 150 employees working in the Pharmacy and Poisons Board and was distributed as shown in table 3.1

Table 3. 1 Population Structure

Group	Number of staff	Percentage
Management	12	8%
Line managers	33	22%
Support Staff	105	70%
Total	150	100%

Source: [9]

For ease of analysis and saving costs, the study employed stratified simple stratified to select a sample size of 150 participants from the entire population. The simple stratified sampling was used to ensure that all groups have a fair chance of being chosen and eliminated bias and skewness of the participants. The study selected a sample size of 90 participants which consisted of employees from all the cadres. To obtain data from the respondents, the researcher employed a well-structured questionnaire with both open and close-ended statements to collect data from the respondents. The questionnaire covered all the study objectives and was tested for validity and reliability by subjecting it to a pilot study. Data analysis was done with the help of SPSS software on both descriptive statistics and inferential statistics. Descriptive statistics include mean, percentage, frequencies, and standard deviation while inferential statistics included correlation analysis and regression analysis. The study variables were tested at a 95% confidence level and the multivariate regression equation was

used to give the type of relationship that existed between the study variable. The study used a multivariate regression model indicated below;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \alpha$$

Where Y is the service delivery of the Pharmacy and Poisons Board. β_0 is the constant term, $\beta_1, \beta_2, \beta_3, \beta_4$ are the Beta coefficient $X_1 =$ Goal setting, $X_2 =$ Training, $X_3 =$ Remuneration, $X_4 =$ Performance Appraisal, $\alpha =$ Term of error

IV. Results, Findings, and Discussion

4.1 General Information

Figure 4.1 presents the results of the response rate of the study. The response rate of the study was 79%, which was considered to be sufficient for the study in drawing generalization of the findings to the whole study population [23].

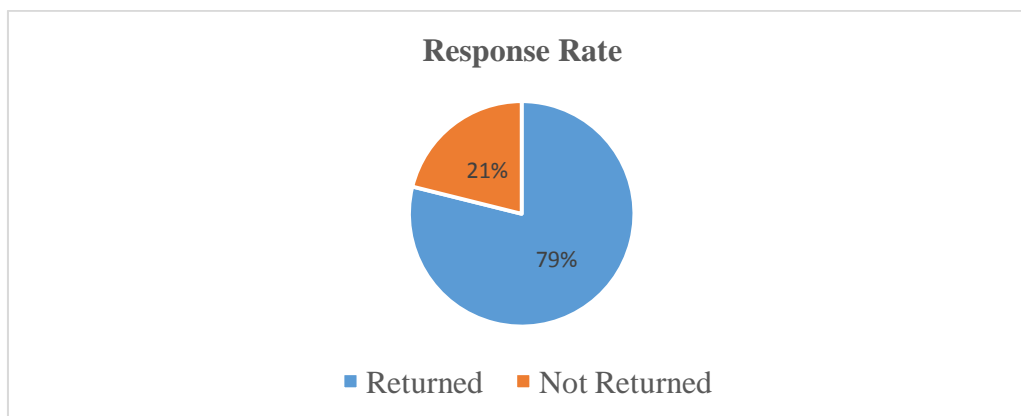


Figure 4.1 Respondents' response rate

4.2 Background Information

Figure 4.2 presents the response rate according to the gender of the respondents. 72% of the respondents represented males and only 28% represented the female gender. This results in signals that there might be more males than females in the organization, which might affect the institution's performance due to the imbalance in gender representation.

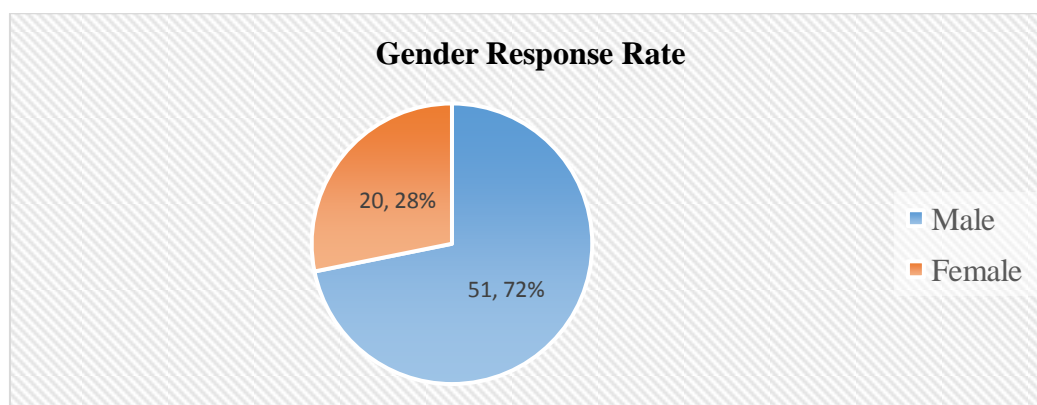


Figure 4. 1 Response rate by Gender

Respondent's position in the organization

Table 4. 1 Respondents' Position

Respondents	Frequency	Percent
Management	5	7%
Line Managers	22	31%
Support Staff	44	62%
Total	71	100%

Table 4.1 presented the participants' response rate according to the positions they hold in the institution. The majority (62%) were support staff, 31% line managers and 7% held management positions. The results on response rate by position in the firm indicate that all cadres were represented meaning there was no skewness to the respondents' answers, which might distort the intended objective.

Respondents job experience

Table 4.2 Respondent's Job Experience

Responses	Frequency	Percent
Under 4 years	7	10%
4-8 years	19	27%
8-12 years	16	23%
Above 12 years	29	41%
Total	71	100%

Table 4.2 presents the response rate according to the experience of the respondents in the service industry. The results were spread from 0-12 years, where the majority (41%) had over 12 years of experience followed closely by 4-8 years of experience representing 27% of the total respondents. It was clear that more than half of the respondents had more than 5 years of experience in the industry. This large number of experienced respondents indicated that they had the skills required to objectively respond to the questionnaire with the quality it deserved.

Response rate by education level

Table 4.3 Respondents' Education

Responses	Frequency	Percent
Certificate	2	3%
Diploma	16	23%
Undergraduate	39	55%
Postgraduate	13	18%
Others (Specify)	1	1%
Total	71	100%

Table 4.3 presents the results on education level attained by the respondents, where the majority (55%) and undergraduate qualification with 23 % acquiring the diploma certificates with a paltry 18% acquiring postgraduate education level. This result indicates that the respondents were competent to answer the questionnaire statements and questions with the quality they deserved.

4.3 Descriptive Statistics

4.3.1 Goal setting and service delivery

Table 4.4 Results on goal setting

Statements	Mean	Std. Dev.
Staff have clear roles and responsibilities	4.5676	0.97465
Employees' roles and responsibilities are reviewed periodically	3.0127	1.16781
Management assistance is given in the establishment and implementation of staff goals	2.8234	1.17831
Financial support for goal setting process is adequate	3.8942	1.00945
Employees are given the chance to participate in the process of establishing goals	2.7145	1.18764
All employees are treated equally in regards to the goal-setting process	0.9837	1.96354
Average	2.9994	1.2469

Table 4.4 presents the results and findings of goal setting. The respondents were requested to address various questions on the goal-setting variable, to which the average results on goal setting resulted in a mean of 3 with a standard deviation of 1.25 indicating that the respondent's answers were too close and did not exhibit any significant variances. The high mean shows that majority of the respondents agreed that goal setting was key in predicting the level of service delivery in the state institutions. The results on whether staff had clear roles and responsibilities, the mean statement was 4.57 with a standard deviation of 0.97 indicating the staff had clear roles and responsibilities. The results resonate well with the findings by [13], which stated that goal-setting was a mechanism by which set objective was effectively accomplished.

The statement mean on whether roles and responsibilities were reviewed regularly, the mean was 3.01 and standard deviation of 1.16 indicating that the majority of the respondents agreed that the Pharmacy and Poisons Board regularly reviews the employee roles and responsibilities and the low standard deviation showed that there was no significant variation among the respondent's answers. The stud results also indicated a statement mean of 2.8 and standard deviation of 1.12 on whether the pharmacy and poisons board management assists in establishing and during implementing of the staff goals. The mean indicated that the majority agreed with the statement and no significant variation among the responses of the participants.

The results were supported by various past studies [16;24 and 15] that found that for an effective goal setting policy, employees must be trained on how to set clear and achievable targets. Also, the studies indicated that the management of the organization ought to support in terms of providing adequate finances and also participate through the goal-setting process. [16] findings also indicated that effective goal setting must involve clearly defined roles, management support, and the setting of SMART goals.

4.3.2 Employee training and service delivery

Table 4.5 Results on employee training

Statements	N	Min.	Max.	Mean	Std. Dev.
Strategies are in place for on-job training for every new employee to acquire appropriate knowledge	71	1	5	2.9832	1.1958
The Board gives continuous on the job training for all employees	71	1	5	2.9851	1.1950
Training programs are available for employees for skills development	71	1	5	3.0183	1.1080
Employee Training Needs Assessment (TNA) are conducted	71	1	5	3.8856	1.0053
Financial plans for the paid-up course for employees are in place	71	1	5	2.8740	1.1834
Opportunity for paid-up courses are equal for all	71	1	5	0.9748	1.9786
Average	71	1	5	2.7868	1.2777

Table 4.5 presents results on the influence of training on service delivery at the pharmacy and poisons board. The majority of the respondents stated that the institution's strategies have been put in place for on-job-training for every new employee to acquire appropriate knowledge as indicated by a statement mean of 2.9832 with a low standard deviation of 1.1958. Also, the respondents agreed that the board provides continuous on-job training for all employees and training programs available for the institutions' workforce for skills development as evidenced by a statement mean of 3.0183 and standard deviation of 1.1080. The high mean indicates that participants agreed on the statement and the low standard deviation shows that the response did not exhibit significant variations.

Pharmacy and Poisons Board conducts employee training needs assessment as shown by a mean of 3.8856 and standard deviation of 1.0053. The results further show that the board has an elaborate financial plan and budgetary for paid-up employee training courses as evidenced by the statement mean of 2.874 and a low standard deviation of 1.1834. However, the respondents indicated that opportunities for paid-up courses were not equal to all employees as proven by a low statement mean of 0.9748 and standard deviation of 1.9786. The study results conformed with a previous study conducted by [25], that found out that training programs availability influenced employee performance, productivity and acted as career fulfillment.

4.3.3 Employee remuneration and service delivery

Table 4.6 Results on employee remuneration

Statements	N	Min.	Max.	Mean	Std. Dev.
The Board reviews employees bonus	71	1	5	2.2351	1.7237
As a rewarding system, the Board gives its employees bonuses	71	1	5	1.1305	1.8764

The Board complies with all the statutory requirements provided by Kenya Labor Laws in regards to salaries	71	1	5	2.6417	1.1546
Employee Salaries are commensurate to Salaries and Remuneration Commission circular	71	1	5	1.5724	1.2599
Clear policies and guidelines in regards to allowances to employees are in place	71	1	5	3.7692	1.0177
The Board gives appropriate allowances to the employees as provided by the SRC circular	71	1	5	2.3159	1.6092
Average	71	1	5	2.2775	1.4402

Table 4.6 presents results on employee remuneration. The study findings indicated that the majority of the participants disagreed that the board does not review employee bonuses as evidenced by a below-average statement mean of 2.2351 and a standard deviation of 1.7237. Additionally, the participants disapproved that the institution gives a bonus as a reward system as indicated by a low mean of 1.1305 and standard deviation of 1.87641. Furthermore, the participants accepted that the institution complies with all the statutory requirements provided by the Kenya Labor laws with regards to employee salaries. The study results and findings resonated with the study finding by [26], which revealed that remunerated employees were motivated and were more responsible on duty, which can be attained by having clear policies on equal and fair remuneration of employees. The participants agreed that the board appropriates allowances as per the SRC circular.

4.3.4 Performance appraisal and service delivery

Table 4.7 Results of performance appraisal

Statements	N	Min.	Max.	Mean	Std. Dev.
Employees regularly receive meaningful feedback on their work from their direct managers	71	1	5	3.0094	1.16891
Management supports bottom-upward feedback	71	1	5	2.9432	1.18753
There is a formal system to monitor and evaluate performance management system practices	71	1	5	4.1897	0.9843
A special quality monitoring unit has been established to monitor and evaluate service quality and performance	71	1	5	3.0196	1.16325
High-performance levels are recognized and rewarded	71	1	5	3.8546	1.00689
Performers seeking progression are given a chance for growth	71	1	5	2.8951	1.17533
Average	71	1	5	3.3186	1.1144

Table 4.7 indicates the results on performance appraisal as assessed by a scale of 1 to 5 where a 5 indicates strongly agree and a 1 indicates strongly disagree. Participants indicated that the board provides meaningful feedback on their performance regularly as evidenced by a high mean of 3.0094 with a low standard deviation of 1.1689. Similarly, the participants accepted that the management of the institution supported bottom-upward feedback as indicated by a mean of 2.9432 and standard deviation of 1.1875, which means that there were no significant variations in the responses. In regards to whether the board had adopted a formal system to monitor and evaluate performance management system practices, the participants agreed as indicated by a high statement mean of 4.1897 with a very low standard deviation. The results and findings concurred with the findings by [19], which demonstrated that performance assessment, review, and reward systems were major predictors of quality service delivery. The participants indicated that the board recognizes and rewards high performance in the company as shown by a mean of 3.8546 and standard deviation of 1.1753. Average results indicated that the majority of the respondents agreed that performance appraisal is a key factor in predicting the level of service delivery in the board. This is proven by the average mean and standard deviation of 3.319 and 1.114 respectively.

4.3.5 Service Delivery

Table 4.8 Results on service delivery

Statements	N	Min.	Max.	Mean	Std. Dev.
There is a measure of productivity or output of individuals and teams	71	1	5	2.7693	1.84982
Employee targets are aligned to the business objectives	71	1	5	2.549	1.15372

Customer surveys are carried out annually to assess the level of service delivery	71	1	5	3.5611	1.01871
A proper channel for customers to make inquiries and complaints has been established	71	1	5	3.7291	1.00780
Timeliness for task completion is defined in the service charter	71	1	5	3.0124	1.12371
The Board has an adequate workforce to undertake all its operations	71	1	5	3.9183	0.98965
Average	71	1	5	3.2565	1.1906

Table 4.8 presents results on service delivery. Participants were equal between those that supported that the board measures productivity of individuals or teams and those who felt that the board does not measure productivity as shown by a statement mean of 2.76 and standard deviation of 1.8498. Similarly, the supporters and those that did not support the statement whether employee targets were aligned to business objectives were also equal in number as indicated by an average mean of 2.545 and 1.1537 standard deviation. Further, the study results and findings indicated that the board carries customer surveys annually to assess the level of service delivery in the organization as shown by a mean of 3.5611 and standard deviation of 1.0187 indicating that almost all responses on the statement were similar. The participants indicated that the board did not have an adequate workforce to undertake all of its operations within the acceptable turnaround time. This was proven by the mean results of 3.9183 and a low standard deviation of 0.9897. On average, the majority of the participants indicated that service delivery can be predicted by the level of employee performance in the organization.

4.4 Inferential Statistics

Table 4.9 Model summary

Model	Multiple R	R ²	Adj. R ²	Std. Error of Estimate
1	0.813 ^a	0.661	0.658	0.45745

From the results shown in table 4.9, the R2 represents the variance in the dependent variables that can be explained by the independent study variables. R2 (0.661) indicates that the independent variables can explain 66.1% of the level of service delivery while the remainder can be explained by other factors that were not part of the research.

Table 4.10 Analysis of Variance (ANOVA)

Model	Df	SS	MS	F	Significance F
Regression	4	15.541	4.124	19.467	0.000
Residual	66	53.320	0.326		
Total	70	68.861			

Table 4.10 presents the ANOVA results, which indicates that since p-value (0.000) was less than the significance level (0.05) proves that the model is excellent in predicting how the independent variables affect service delivery in Pharmacy and Poisons Board. Further, the ANOVA results on F-value (19.467) indicated that the model was significant, thus, can successfully predict the effect of the performance management system on service delivery.

Table 4.11 Regression coefficients

	Unstandardized Coefficient		Standardized Coefficient	T	Sig
	B	Std. Error	Beta		
(Constant)	3.452	0.417	0.087	6.521	0.000
Goal Setting	0.427	0.073	0.113	6.120	0.000
Employee Training	0.457	0.058	0.572	6.107	0.001
Employee Remuneration	-0.012	0.70	-0.01	0.145	0.757
Performance Appraisal	0.257	0.063	0.069	1.663	0.020

The table 4.11 presents the results of the regression equation

$$Y = 0.087 + 0.113X_1 + 0.572X_2 - 0.01X_3 + 0.069X_4 + \alpha$$

Based on the results in table 4.11, the intercept (β_0), which shows results on service delivery when all the independent variables under the study are held constant as 0.087. The results also indicate that there exists a

significant and positive relationship between independent variables (goal setting, employee training, and performance appraisal) while the results indicated that there was a negative and significant relationship between employee remuneration and service delivery as shown by the regression coefficient of 0.427, 0.457, 0.257 and -0.012 respectively. The results were confirmed to be significant because all the independent variables exhibited a p-value of less than the level of significance (0.05). The results and findings had a connection with [18] which revealed that employee remuneration had no significance in predicting the level of service delivery I KPLC Nakuru Branch. Therefore, from the results and findings of the study, a deduction is made that goal setting, performance appraisal, and employee training affected service delivery in that order, while employee remuneration was inconsequential in predicting the level of service delivery in the Pharmacy and Poisons Board.

V. Conclusion

Employee training positively influenced service delivery in public institutions. The study concluded that employee needs assessments were conducted as well as strategies for job training were in place for every new employee, to acquire appropriate knowledge. The study further concluded that at PPB the board gave continuous job training for all staff and also training programs were available for employees for skill development. Moreover, a financial plan for paid-up courses for employees was in place. Further, the study concluded that the board did not give appropriate allowance to the employees as provided by the SRC circular. The study further concluded that the employees' salaries were not commensurate to the SRC circular even though there were clear policies and guidelines about allowances and salaries. Lastly, the study concluded that the staff got frequent feedback on their work from the direct managers where the management supported bottom-upward feedback. Also, performers who sought progression were given growth opportunities. The study, therefore, concluded that adequate and effective formal systems should be put in place to monitor and evaluate the performance of employees at the Pharmacy and Poisons Board objectively and fairly.

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