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Influence of Strategic Performance Management on Service Delivery in Laikipia County Assembly, Kenya

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Abstract

Service delivery remains a major concern within devolved governance because county assemblies are expected to provide effective legislation, oversight, representation, and accountability despite increasing public expectations and resource constraints. Strategic performance management has emerged as an important strategic management practice because it aligns organizational goals with employee performance, strengthens monitoring and evaluation, enhances accountability, and improves operational efficiency. Despite its importance, many county assemblies continue to experience weak performance monitoring, inconsistent appraisal systems, and inadequate utilization of performance feedback, resulting in suboptimal service delivery. This study examined the effect of strategic performance management on service delivery in Laikipia County Assembly, Kenya. The study was anchored on Goal-Setting Theory and adopted a descriptive research design using a quantitative approach. The target population comprised 143 Members of the County Assembly and administrative staff, and a census approach was adopted. Primary data were collected using structured questionnaires and analyzed using descriptive statistics, Pearson Product Moment Correlation, and simple linear regression analysis. The findings established that strategic performance management exhibited a positive and statistically significant relationship with service delivery. Regression analysis further demonstrated that strategic performance management significantly predicted service delivery ($R^2 = 0.478$, $p < 0.05$), indicating that it explained 47.8% of the variation in service delivery and leading to the rejection of the null hypothesis. The study concluded that effective strategic performance management strengthens accountability, improves operational efficiency, enhances institutional coordination, and promotes responsive service delivery. The study recommends institutionalizing structured performance management systems, strengthening monitoring and appraisal processes, integrating performance indicators into strategic implementation, and enhancing continuous feedback mechanisms to improve governance effectiveness and service delivery within county assemblies.

Keywords: *Strategic performance management, service delivery, county assemblies, devolved governance, strategic management, Kenya.*

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1. Introduction

Service delivery is a critical indicator of institutional effectiveness because public organizations are expected to deliver services efficiently, transparently, and responsively while ensuring prudent utilization of public resources (Osborne, 2021). Within devolved governance systems, county assemblies play a central role in legislation, representation, budget approval, and oversight of county executive functions, making effective service delivery essential for strengthening accountability, public confidence, and sustainable socio-economic development (Government of Kenya, 2010).

Strategic management practices have increasingly been adopted within public institutions to improve organizational effectiveness and service delivery. Among these practices, strategic performance management has emerged as a critical management system because it aligns organizational objectives with employee performance, establishes measurable performance indicators, facilitates continuous monitoring, and supports evidence-based decision-making (Aguinis, 2023). Effective performance management enables organizations to evaluate progress toward strategic goals, identify implementation gaps, strengthen accountability, and promote continuous improvement. Organizations implementing structured performance management systems consequently achieve higher operational efficiency, improved resource utilization, and enhanced institutional performance (Armstrong & Taylor, 2023).

Globally, governments have institutionalized strategic performance management frameworks to improve public sector efficiency and service delivery. Performance contracts, balanced scorecards, key performance indicators, and monitoring and evaluation systems have become integral components of public administration reforms in countries such as Canada, Australia, New Zealand, and the United Kingdom. These reforms have strengthened accountability, improved policy implementation, and enhanced citizen satisfaction (OECD, 2023). Similarly, the World Bank (2022) reports that performance-based management systems improve institutional responsiveness and governance outcomes by promoting evidence-based decision-making and continuous organizational learning.

Across Africa, decentralization reforms have accelerated the adoption of strategic performance management within public institutions. Countries such as South Africa, Ghana, Rwanda, Nigeria, and Uganda have introduced performance contracts, annual performance plans, and monitoring systems to strengthen accountability and improve public service delivery. Despite these reforms, many public institutions continue to experience implementation challenges arising from weak monitoring systems, inadequate institutional capacity, political interference, and limited utilization of performance information in managerial decision-making (African Development Bank, 2023). Similar observations by the United Nations Economic Commission for Africa (2022) indicate that sustainable improvements in public service delivery depend on consistent implementation of performance management systems.

In Kenya, the Constitution of 2010 introduced devolved governance to enhance service delivery, accountability, citizen participation, and equitable development (Government of Kenya, 2010). Consequently, county assemblies have adopted strategic plans, performance contracts, monitoring and evaluation frameworks, and performance appraisal systems to strengthen institutional effectiveness. However, delayed legislative processes, inconsistent performance monitoring, inadequate utilization of performance information, and weak institutional coordination continue to undermine effective service delivery in many county assemblies (Commission on Revenue Allocation, 2023). The Office of the Auditor-General

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(2023) similarly reports that weaknesses in performance monitoring and implementation oversight continue to affect institutional effectiveness within devolved governments.

These challenges are also evident within Laikipia County Assembly, where inconsistencies in performance monitoring, delayed implementation of committee recommendations, and limited integration of performance review findings into strategic decision-making have constrained institutional responsiveness and accountability. Although previous studies have examined strategic management within public institutions, relatively few have isolated strategic performance management as an independent determinant of service delivery within county assemblies in Kenya. Most existing studies have focused on county executive functions or broader strategic management practices, leaving limited empirical evidence regarding legislative institutions, particularly county assemblies operating in semi-rural contexts such as Laikipia County. This study therefore examined the effect of strategic performance management on service delivery in Laikipia County Assembly, Kenya, thereby addressing the identified contextual and empirical research gap.

1.1 Problem Statement

County assemblies are constitutionally mandated to legislate, oversee county executive functions, approve budgets, and represent citizens in order to promote accountable and effective devolved governance (Government of Kenya, 2010). Effective execution of these responsibilities depends on institutional systems that strengthen accountability, operational efficiency, and continuous performance improvement (OECD, 2023). Strategic performance management provides such a framework by establishing measurable performance targets, monitoring institutional progress, evaluating organizational outcomes, and facilitating timely corrective actions to improve institutional effectiveness (Aguinis, 2023). Organizations that institutionalize effective performance management systems generally achieve higher operational efficiency, stronger accountability, improved employee performance, and better service quality (Armstrong & Taylor, 2023).

Despite the adoption of strategic plans, performance contracts, monitoring and evaluation frameworks, and annual work plans within Kenya's devolved governments, many county assemblies continue to experience operational inefficiencies associated with weak performance monitoring, inadequate utilization of performance information, delayed implementation of committee recommendations, and inconsistent institutional reviews (Commission on Revenue Allocation, 2023). The Office of the Auditor-General (2023) further reports persistent weaknesses in implementation oversight, monitoring systems, and accountability mechanisms across county governments, limiting the effectiveness of legislative institutions. These challenges undermine legislative effectiveness, reduce institutional accountability, delay decision-making processes, and ultimately affect the quality of service delivery provided to citizens (World Bank, 2022).

Although previous empirical studies have demonstrated that strategic management practices positively influence organizational performance and public service delivery, most have examined strategic management as a composite construct or focused on county executive functions rather than legislative institutions (Mutua & Karanja, 2023; Wambua & Mutinda, 2022). Similarly, studies on performance management have largely concentrated on public corporations, ministries, and local government administrations, providing limited evidence on the independent contribution of strategic performance management to service delivery within county assemblies (Kilonzo & Wambui, 2022; Nyabuto & Kirui, 2023). Furthermore, limited empirical evidence exists regarding county assemblies operating in semi-rural contexts such as

Laikipia County. This study therefore examined the effect of strategic performance management on service delivery in Laikipia County Assembly, Kenya, thereby addressing the identified contextual and empirical research gap.

1.2 Research Objective

To establish the effect of strategic performance management on service delivery in Laikipia County Assembly, Kenya.

1.3 Research Hypothesis

H_{01}: Strategic performance management has no statistically significant effect on service delivery in Laikipia County Assembly, Kenya.

2. Literature Review

2.1 Theoretical Review

This study was anchored on Goal-Setting Theory, originally proposed by Locke (1968) and subsequently refined by Locke and Latham (1990, 2002) to explain how clearly defined goals influence individual and organizational performance. The theory posits that specific, measurable, and challenging goals motivate individuals to direct greater effort, sustain persistence, and adopt effective work strategies, thereby improving organizational outcomes (Locke & Latham, 2002). According to the theory, organizations that establish clear performance objectives and regularly evaluate progress against those objectives are more likely to achieve superior performance than organizations lacking structured goal-setting and performance monitoring systems (Locke & Latham, 2006).

Goal-Setting Theory further argues that organizational performance improves when performance expectations are clearly communicated, employees receive continuous feedback regarding their achievements, and managers regularly review progress toward strategic objectives (Locke & Latham, 2002). Continuous feedback enables employees to identify performance gaps, adjust work strategies, and improve subsequent performance, while performance appraisal and monitoring systems provide managers with objective information for evaluating organizational effectiveness (Aguinis, 2023). Similarly, Armstrong and Taylor (2023) contend that performance management systems integrating measurable targets, regular reviews, and constructive feedback strengthen accountability, employee commitment, and organizational effectiveness.

The theory is particularly relevant to strategic performance management because its core principles underpin the establishment of performance indicators, performance appraisal systems, monitoring mechanisms, and feedback processes that enable organizations to align employee activities with strategic objectives (Aguinis, 2023). Kaplan and Norton (2020) further argue that organizations integrating strategic objectives with measurable performance indicators achieve better execution of organizational strategies, improved resource utilization, and enhanced institutional performance. Consequently, strategic performance management has become an important management approach for strengthening accountability, operational efficiency, employee performance, and service delivery across both private and public sector organizations (Armstrong & Taylor, 2023).

Within the public sector, Goal-Setting Theory provides an appropriate framework for explaining how strategic performance management contributes to improved institutional effectiveness. County assemblies operate within environments characterized by increasing public expectations, evolving legislative responsibilities, limited financial resources, and growing demands for transparency and accountability (Government of Kenya, 2010). Strategic performance management enables legislative institutions to align departmental activities with strategic priorities, establish measurable performance indicators, monitor institutional progress, evaluate performance outcomes, and support evidence-based decision-making (OECD, 2023). The World Bank (2022) similarly observes that performance management systems strengthen public sector effectiveness by promoting accountability, continuous learning, and improved service delivery.

Although Goal-Setting Theory has been criticized for assuming relatively stable organizational environments and emphasizing measurable outcomes over qualitative institutional achievements, scholars acknowledge that its effectiveness increases when goal setting is accompanied by continuous feedback, adequate organizational support, and managerial commitment (Latham & Locke, 2007). These conditions are particularly relevant within devolved governance institutions, where effective implementation of strategic objectives depends on continuous monitoring, performance reviews, and timely corrective action. The theory therefore provided an appropriate theoretical foundation for examining the influence of strategic performance management on service delivery in Laikipia County Assembly, Kenya.

2.2 Empirical Review

Strategic performance management has attracted considerable scholarly attention because of its contribution to organizational effectiveness, accountability, operational efficiency, and service delivery. Performance management systems enable organizations to establish measurable objectives, monitor institutional performance, evaluate achievement of strategic goals, and support continuous improvement through evidence-based decision-making (Aguinis, 2023). Armstrong and Taylor (2023) similarly argue that organizations implementing structured performance management systems strengthen employee accountability, improve resource utilization, and achieve superior organizational performance.

Evidence from developed economies demonstrates that strategic performance management contributes significantly to public sector effectiveness. Rees and Fernandez (2021) established that municipalities implementing integrated performance dashboards, balanced scorecards, and structured performance review systems achieved higher citizen satisfaction, stronger interdepartmental coordination, and improved policy implementation. Similarly, OECD (2023) reported that governments institutionalizing performance indicators, monitoring systems, and regular performance reviews enhanced accountability, operational efficiency, and service quality across public sector organizations. The World Bank (2022) further observed that performance management systems improve institutional responsiveness by strengthening implementation monitoring and evidence-based decision-making.

Empirical evidence from Africa similarly supports the positive contribution of strategic performance management to public sector performance. Agyemang and Asante (2022) found that integrating performance appraisal systems with institutional planning improved employee productivity, accountability, and service delivery within local governments in Ghana. Sibanda and Moyo (2023) also reported that municipalities implementing performance contracts and structured monitoring systems experienced improved administrative efficiency, enhanced service responsiveness, and stronger governance outcomes in Zimbabwe. Likewise, Omolo and Onyango (2022) established that regular performance reviews, monitoring mechanisms, and citizen feedback systems strengthened transparency, accountability, and service delivery within local government institutions in East Africa.

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Within Kenya, empirical studies similarly demonstrate that strategic performance management enhances institutional effectiveness within devolved governance. Chege and Njoroge (2023) established that county assemblies implementing structured performance review systems achieved improved legislative output, timely implementation of committee recommendations, and enhanced institutional accountability. Wambua and Mutinda (2022) further reported that performance contracts, monitoring and evaluation systems, and performance indicators strengthened oversight effectiveness, improved resource utilization, and enhanced governance outcomes within county governments. However, Nyabuto and Kirui (2023) observed that inadequate staff capacity, weak monitoring systems, and inconsistent utilization of performance information continued to undermine effective implementation of performance management frameworks. Similarly, Muthoni and Kiplagat (2024) found that inconsistencies in performance appraisal and feedback mechanisms limited institutional accountability and service delivery within devolved governance institutions.

Despite the growing body of empirical evidence, important research gaps remain. Most previous studies have examined strategic management as a composite construct or concentrated on county executive functions rather than legislative institutions (Mutua & Karanja, 2023). Similarly, studies investigating performance management have focused largely on public corporations, ministries, and local government administrations, providing limited evidence on the independent influence of strategic performance management on service delivery within county assemblies (Kilonzo & Wambui, 2022). Furthermore, little empirical evidence exists regarding county assemblies operating in semi-rural contexts such as Laikipia County. This study therefore addressed the identified conceptual, contextual, and empirical gaps by examining the specific influence of strategic performance management on service delivery in Laikipia County Assembly, Kenya.

2.3 Conceptual Framework

The conceptual framework illustrates the relationship between the independent and dependent variables, as presented in Figure 1.

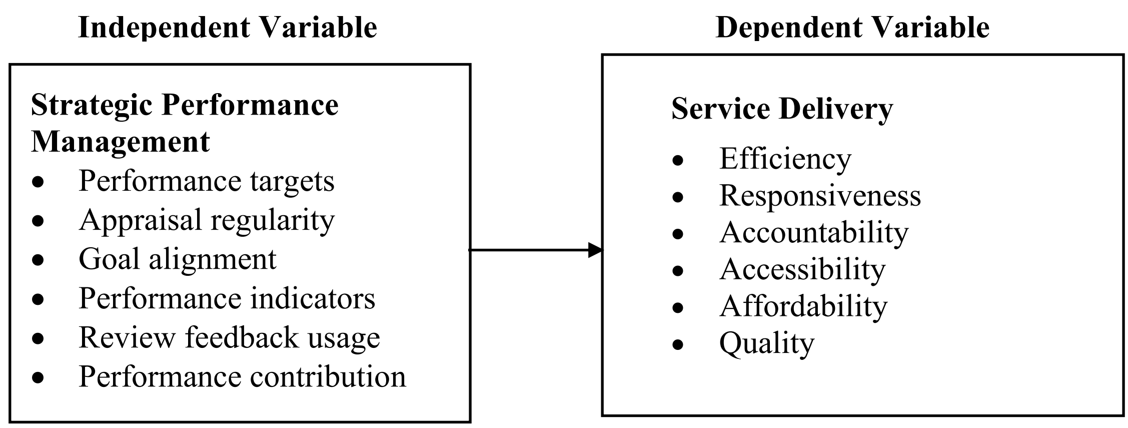

Figure 1: Conceptual Framework

3. Methodology

The study adopted a quantitative research approach to objectively examine the effect of strategic performance management on service delivery in Laikipia County Assembly, Kenya. A descriptive correlational research design was employed because it facilitates the examination of relationships between variables without manipulating the study environment and is appropriate for establishing predictive associations among organizational variables (Creswell & Creswell, 2023). Saunders et al. (2023) similarly argue that correlational designs are suitable for studies seeking to determine the magnitude and direction of relationships using quantitative data.

The target population comprised 143 respondents drawn from Members of the County Assembly, clerks, directors, heads of sections, supervisors, and subordinate staff serving within Laikipia County Assembly. Owing to the relatively small and accessible population, the study adopted a census approach to ensure that all eligible respondents were included, thereby enhancing representativeness and minimizing sampling error (Kothari, 2004). Primary data were collected using structured questionnaires consisting of closed-ended items measured on a five-point Likert scale, complemented by a few open-ended questions to support qualitative triangulation. Prior to the main survey, the instrument underwent expert review, pilot testing, construct validity assessment using the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity, factor analysis, and reliability testing using Cronbach's Alpha to ensure validity and internal consistency of the measurement scales (Hair et al., 2022; Field, 2024).

Data were analyzed using the Statistical Package for Social Sciences (SPSS) Version 25. Descriptive statistics, including frequencies, percentages, means, and standard deviations, summarized respondents' perceptions of strategic performance management and service delivery. Pearson Product-Moment Correlation analysis was employed to determine the strength and direction of the relationship between the study variables, while simple linear regression analysis established the predictive effect of strategic performance management on service delivery and tested the study hypothesis (Gujarati & Porter, 2021). Before regression analysis, diagnostic tests for normality, multicollinearity, autocorrelation, homoscedasticity, and linearity were conducted to verify compliance with the assumptions underlying linear regression analysis (Field, 2024). Statistical significance was evaluated at the 5% level.

4. Results and Discussion

4.1 Response Rate

The study targeted 143 respondents comprising Members of the County Assembly, directors, clerks, heads of sections, supervisors, and subordinate staff drawn from Laikipia County Assembly. Using a census approach, 143 questionnaires were distributed, of which 133 were returned. Four questionnaires were incomplete and excluded from analysis, resulting in 129 usable questionnaires and an effective response rate of 90.2%. According to methodological literature, response rates exceeding 70% are considered adequate for quantitative research because they minimize non-response bias and enhance the reliability of statistical findings. The high response rate was attributed to institutional support, effective follow-up during data collection, and the relevance of the study to respondents' operational responsibilities. The response rate was therefore considered adequate for subsequent descriptive and inferential analyses.

Table 1: Response Rate

Response Category	Frequency	Percentage (%)
Distributed Questionnaires	143	100.0
Returned Questionnaires	133	93.0
Incomplete Questionnaires	4	2.8
Usable Questionnaires	129	90.2
Unreturned Questionnaires	10	7.0

4.2 Descriptive Analysis of Strategic Performance Management

The study examined respondents' perceptions regarding strategic performance management as a determinant of service delivery within Laikipia County Assembly. The findings indicated that respondents generally agreed that strategic performance management contributed positively to organizational accountability, operational efficiency, and service delivery. Performance indicators improving accountability recorded the highest mean score (M = 4.01, SD = 0.766), suggesting that respondents regarded institutional performance indicators as effective mechanisms for strengthening transparency and departmental responsibility. Similarly, feedback mechanisms enhancing service delivery recorded a mean score of 3.95 (SD = 0.842), while alignment between institutional goals and employee responsibilities recorded a mean score of 3.89 (SD = 0.809), indicating that strategic objectives were increasingly integrated into departmental operations.

Respondents further agreed that performance reviews improved operational efficiency (M = 3.87, SD = 0.891) and that performance targets were clearly defined (M = 3.84, SD = 0.854), demonstrating that structured performance management systems supported organizational coordination and accountability. Employee appraisal systems recorded the lowest mean score (M = 3.73, SD = 0.918), suggesting inconsistencies in the implementation of appraisal processes across departments despite the existence of formal performance management structures.

The aggregate mean of 3.88 (SD = 0.847) confirmed that respondents generally perceived strategic performance management practices to be moderately effective in strengthening accountability, employee performance, and service delivery within Laikipia County Assembly. These findings support Goal-Setting Theory, which argues that clearly defined performance targets, continuous monitoring, and regular feedback improve organizational performance through enhanced accountability and employee commitment.

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Table 2: Descriptive Analysis of Strategic Performance Management (N = 129)

Statement	Mean	SD
Performance targets were clearly defined	3.84	0.854
Employee appraisal systems were regularly conducted	3.73	0.918
Institutional goals were aligned with employee responsibilities	3.89	0.809
Performance indicators improved accountability	4.01	0.766
Feedback mechanisms enhanced service delivery	3.95	0.842
Performance reviews improved operational efficiency	3.87	0.891
Aggregate Mean / SD	**3.88**	**0.847**

4.3 Descriptive Analysis of Service Delivery

The study further assessed respondents' perceptions regarding service delivery within Laikipia County Assembly. The findings showed that respondents generally agreed that service delivery had improved across the selected indicators. Accountability within oversight, legislative, and budget approval processes recorded the highest mean score (M = 3.97, SD = 0.786), indicating that respondents perceived transparency and institutional responsibility to have improved considerably. Similarly, the quality of services, laws, and decisions reflecting citizen needs recorded a mean score of 3.92 (SD = 0.814), while efficient service delivery recorded a mean score of 3.89 (SD = 0.842).

Respondents also agreed that the Assembly was responsive to citizen concerns (M = 3.83, SD = 0.901) and that services were generally accessible to citizens (M = 3.71, SD = 0.974). However, affordability of accessing Assembly services recorded the lowest mean score (M = 3.65, SD = 1.028), suggesting that some barriers still existed, particularly among marginalized communities.

The aggregate mean of 3.83 (SD = 0.891) indicated that respondents generally perceived service delivery within Laikipia County Assembly to be satisfactory. The findings imply that improvements in accountability, responsiveness, transparency, and legislative quality have contributed positively to service delivery, although further improvements in accessibility and affordability remain necessary.

Table 3: Descriptive Analysis of Service Delivery (N = 129)

Statement	Mean	SD
Our assembly delivers services efficiently, minimizing delays and wastage of resources.	3.89	0.842
The assembly is responsive to citizen needs, concerns, and emerging issues in a timely way.	3.83	0.901
Oversight, budget approval, and legislative processes demonstrate high levels of accountability.	3.97	0.786
Services and information provided by the assembly are easily accessible to all citizens, including marginalized groups.	3.71	0.974
The cost of accessing assembly services is affordable to citizens.	3.65	1.028
The quality of services, laws, and decisions from the assembly reflects citizen needs and promotes public trust.	3.92	0.814
Aggregate Mean / SD	**3.83**	**0.891**

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4.4 Bivariate Correlation Analysis

The results presented in Table 4 indicate a strong positive and statistically significant relationship between strategic performance management and service delivery in Laikipia County Assembly, Kenya ($r = 0.691$, $p < 0.05$). This suggests that effective strategic performance management practices, including clearly defined performance targets, employee appraisal systems, alignment of institutional goals with employee responsibilities, performance indicators, feedback mechanisms, and regular performance reviews, are associated with improved service delivery. The findings imply that county assemblies implementing structured strategic performance management systems are more likely to strengthen accountability, improve operational efficiency, enhance legislative coordination, and achieve more responsive and effective service delivery than institutions with less structured performance management systems.

The positive and statistically significant relationship further demonstrates that strategic performance management is an important determinant of institutional effectiveness within devolved governance. County assemblies that consistently establish performance targets, monitor institutional progress, evaluate employee performance, and utilize performance feedback are better positioned to improve organizational accountability, optimize resource utilization, strengthen decision-making, and enhance the quality of public service delivery. These findings are consistent with previous empirical studies that established that structured performance management systems improve accountability, organizational effectiveness, and service delivery within public sector institutions (Chege & Njoroge, 2023; Wambua & Mutinda, 2022).

The findings also support Goal-Setting Theory, which emphasizes that clearly defined goals, continuous performance monitoring, and regular feedback strengthen employee commitment, organizational accountability, and institutional performance (Locke & Latham, 2002). The results therefore demonstrate that strengthening strategic performance management practices is essential for improving service delivery within Laikipia County Assembly.

Table 4: Pearson Correlation Analysis

Category	**X_1**	**Y**
Strategic Performance Management (X_1)		
Pearson Correlation	1	
Sig. (2-tailed)		
N	129	
Service Delivery (Y)		
Pearson Correlation	0.691**	1
Sig. (2-tailed)	0.000	
N	129	129

Correlation is significant at the 0.05 level (2-tailed).

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4.5 Bivariate Linear Regression Analysis

The study examined whether strategic performance management significantly influences service delivery in Laikipia County Assembly, Kenya. The null hypothesis (H_{01}) stated that strategic performance management has no statistically significant effect on service delivery in Laikipia County Assembly, Kenya.

The model summary results presented in Table 5 indicate a strong positive relationship between strategic performance management and service delivery (R = 0.691). The coefficient of determination ($R^2 = 0.478$) indicates that strategic performance management explained 47.8% of the variation in service delivery, while the adjusted coefficient of determination (Adjusted $R^2 = 0.474$) confirmed the stability of the regression model after adjusting for sample size. These findings suggest that improvements in strategic performance management practices, including performance target setting, employee appraisal systems, alignment of institutional goals with employee responsibilities, performance indicators, feedback mechanisms, and performance reviews, contribute substantially to improved service delivery through enhanced accountability, operational efficiency, and institutional responsiveness.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.691	.478	.474	.518

Dependent Variable: Service Delivery
Predictors: (Constant), Strategic Performance Management

The ANOVA results presented in Table 6 further confirmed that the regression model was statistically significant (F = 73.748, p = 0.000), indicating that strategic performance management significantly explains variations in service delivery within Laikipia County Assembly. The model's statistical significance demonstrates that strategic performance management contributes meaningfully to improved accountability, operational efficiency, legislative coordination, and institutional responsiveness. These findings are consistent with Goal-Setting Theory, which posits that clearly defined performance targets, continuous monitoring, and regular performance feedback enhance organizational effectiveness by improving employee commitment and institutional accountability. Similar findings have been reported by Kilonzo and Wambui (2022) and Mutua and Karanja (2023), who established that structured performance management systems strengthen transparency, accountability, and service delivery within devolved governance institutions.

Table 6: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	32.237	1	32.237	73.748	.000
Residual	35.202	127	0.277		
Total	67.439	128			

Dependent Variable: Service Delivery
Predictors: (Constant), Strategic Performance Management

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The regression coefficients presented in Table 7 indicate that strategic performance management exerted a positive and statistically significant influence on service delivery (B = 0.584, β = 0.691, t = 8.588, p = 0.000). The findings imply that a one-unit improvement in strategic performance management results in a corresponding 0.584-unit increase in service delivery, holding all other factors constant. Consequently, the null hypothesis was rejected, and the study concluded that strategic performance management significantly influences service delivery in Laikipia County Assembly, Kenya. The findings imply that strengthening performance target setting, employee appraisal systems, performance monitoring, accountability mechanisms, and feedback systems enhances institutional effectiveness by improving responsiveness, transparency, operational efficiency, and legislative service delivery.

Table 7: Regression Coefficients

Predictor	B	Std. Error	Beta	t	Sig.
Constant	1.106	0.248	—	4.460	.000
Strategic Performance Management	0.584	0.068	0.691	8.588	.000

Dependent Variable: Service Delivery

5. Conclusion

The study established that strategic performance management has a positive and statistically significant influence on service delivery in Laikipia County Assembly, Kenya. Effective strategic performance management practices, including clearly defined performance targets, regular employee appraisal systems, alignment of institutional goals with employee responsibilities, utilization of performance indicators, continuous feedback mechanisms, and periodic performance reviews, were found to strengthen accountability, improve operational efficiency, enhance institutional coordination, and promote responsive service delivery. The regression findings confirmed that strategic performance management significantly predicts service delivery, leading to the rejection of the null hypothesis. The study therefore concludes that strategic performance management is a critical strategic management practice for improving institutional effectiveness, strengthening legislative oversight, promoting transparency, and enhancing the quality of service delivery within county assemblies.

6. Recommendations

Laikipia County Assembly should strengthen its strategic performance management framework by institutionalizing regular employee performance appraisals, establishing clear and measurable performance targets, and ensuring that performance indicators are aligned with the Assembly's strategic objectives. The Assembly should also enhance monitoring and evaluation systems through continuous performance reviews and timely utilization of performance feedback to improve accountability, operational efficiency, and institutional responsiveness. Additionally, county governments and other devolved governance institutions should invest in capacity-building programmes aimed at strengthening performance management competencies among employees and managers. Such initiatives will improve organizational accountability, support evidence-based decision-making, and enhance sustainable service delivery within county assemblies and other public sector institutions.

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