

**BENCHMARKING AND OPERATIONAL PERFORMANCE
OF KENYA NATIONAL ASSEMBLY**

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Degree Of Master Of Business Administration School Of Business University Of
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DECLARATION

This research project is my original work and has not been submitted to any other University or institution for any academic award.

Sign..... Date.....

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D61/68142/2013

This research project has been submitted for examination with my approval as the University supervisor.

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DEDICATION

This research project is dedicated to my departed mother Rebecca Shikuku Ndeche, whose influence in my life spans beyond mortality.

TABLE OF CONTENTS

DECLARATION.....	ii
ACKNOWLEDGEMENTS	iii
DEDICATION.....	iv
LIST OF TABLES	vii
ABBREVIATIONS AND ACRONYMS.....	viii
ABSTRACT.....	ix
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.1.1 Benchmarking.....	2
1.1.2 Operational Performance	4
1.1.3 Benchmarking and Operational Performance	5
1.1.4 Kenya National Assembly.....	6
1.2 Research Problem.....	8
1.3 Research Objectives	11
1.4 Significance of the Study	11
CHAPTER TWO: LITERATURE REVIEW.....	12
2.1 Introduction	12
2.2 Benchmarking	12
2.2.1 Types of Benchmarking.....	12
2.2.2 Benchmarking Practices.....	16
2.3 Operational Performance.....	17
2.4 Empirical Review.....	19
2.5 Summary of the Literature	21
2.6 Conceptual framework.....	22
CHAPTER THREE: RESEARCH METHODOLOGY	23
3.1 Introduction	23
3.2 Research Design.....	23

3.3	Population.....	23
3.4	Data Collection.....	24
3.5	Data Analysis and Presentation.....	24
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION		26
4.1	Introduction	26
4.2	Descriptive Analysis	26
4.3	Inferential Analysis	34
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS ..		38
5.1	Introduction	38
5.2	Summary	38
5.3	Conclusion.....	40
5.4	Recommendations	41
5.5	Limitations of the study.....	42
5.6	Suggestions for Further Research	42
REFERENCES.....		43
APPENDICES		46
Appendix 1:	Letter of Introduction.....	46
Appendix 2:	Questionnaire.....	47

LIST OF TABLES

Table 4.1:	Gender of respondents	26
Table 4.2:	Age of respondents	27
Table 4.3:	Level of education of respondents	27
Table 4.4:	Directorate/Department of respondents	28
Table 4.5:	Duration of work at the National Assembly	28
Table 4.6:	Source of benchmarking partners	29
Table 4.7:	Mode of sourcing for benchmarking partner	30
Table 4.8:	Benchmarking activities.....	31
Table 4.9:	Benchmarking practices.....	32
Table 4.10:	Whether benchmarking has benefits to respondents.....	33
Table 4.11:	Applicability of benchmarking lessons to the National Assembly.....	34
Table 4.12:	Correlation matrix.....	34
Table 4.13:	Model summary	35
Table 4.14:	ANOVA	36
Table 4.15:	Coefficients	36

ABBREVIATIONS AND ACRONYMS

ACP-EU	African Caribbean Pacific-European Union
ANOVA	Analysis of Variance
ANZACATT	Australian and New Zealand Association of Clerks at the Table
AU	African Union
CATS	Canadian Clerks at the Table
CPA	Commonwealth Parliamentary Association
EALA	East African Legislative Assembly
ICT	Information and Communication Technology
IPU	Inter-Parliamentary Union
KPA	Kenya Ports Authority
KRA	Kenya Revenue Authority
MDA	Ministries, Departments and Agencies
PAP	Pan African Parliament
US	United States

ABSTRACT

Although benchmarking is considered a well-established evaluation tool, a number of researchers have questioned its effectiveness. There is no consensus about benchmarking classifications, how and why it is deployed and that some of the methods used in implementing benchmarking have considerable limitations.

This study sought to determine the benchmarking practices adopted by the National Assembly in Kenya and to determine the relationship between operational performance and benchmarking practices of the National Assembly. The results showed that the benchmarking activities had a positive and significant relationship with operational performance. The study concludes that there are a number of benchmarking practices that have been adopted by the National Assembly. This is observed in the way the National Assembly sources for benchmarking partners, the benchmarking partners themselves, and the benchmarking activities that the organisation is involved in. The study also concludes that the source of benchmarking does not influence the operational performance of the National Assembly. The study further concludes that the mode of sourcing of benchmarking partners and benchmarking activities influences operational performance.

The study makes a number of recommendations. First, there is a need for the National Assembly to channel their benchmarking resources into the selection of benchmarking partners. Secondly, more efforts should be focused on relevant benchmarking activities as these are capable of translating into improved operational performance. Lastly, as a form of accountability, annual reporting of Parliamentary activities should be geared toward enlightening the public on the achievement of strategic and operational plans.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organisations in the public sector provide important services to different sectors of the economy. Despite having less money and numerous functions and services to perform to the public, they often face pressure to perform better and have to endure constant public scorn (Rainey, 2009). In order to achieve efficiency and effectiveness in work performance, many organisations employ operations management techniques to achieve their objectives.

According to Galloway (1998), the term business operations is used to refer to all the business activities that an organisation undertakes in the process of changing material to finished products and handling customers issues, depending upon the type of organisation. The transformation process is intended to add value to raw material in order to produce final goods or services. As a result, the efficiency of business operations affects a company's competitive ability and creates a significant opportunity for any organisation to enhance performance, improve productivity and generate more profits. Due to its vast nature, business operations affect a significant portion of a company's assets and expenses. It, therefore, follows that one of the most important aspects of Operations Management is operational performance.

According to Drucker (1995), there exists a strong relationship between effective management and organisational performance. However, to determine the effectiveness of

management, the performance measures or indicators have to be sufficiently defined. For performance measures to be effective, they must include the aspect of comparison. Poister (2003) suggests that for comparisons to be meaningful, they must focus on progress in accomplishing key targets, reveal performance trends within a given period and also show how one organisation is performing in comparison to another.

In an effort to solve performance issues, organisations often implement various strategies. However, most organisations fail to take the time to define the performance problem and this often affects the effect of the chosen intervention method on organisational performance. This research study was motivated by the need to evaluate performance improvement through streamlining of benchmarking as a form of training and achievement of value for money in the Parliament of Kenya with a specific focus on the Kenya National Assembly.

1.1.1 Benchmarking

Hyatt and Ramabadron *et al.* (2001) define benchmarking as the process of identifying and assimilating the performance practices of organisations that are performing better for the purpose of gaining competitive advantage. Through studying superior organisations, the organisations intend to adopt standards of excellence that are found to be effective. After identifying such practices, the organisation makes adjustments in its management and operations with a view of improving performance (Bhutta & Huq, 1999); (Kozak & Nield, 2001). Another important definition of benchmarking is that it is a process of continuous analysis of the methods, functions and business processes used by a superior

organisation with an aim to perform a self-assessment and make necessary adjustments to achieve the required performance level (Anand & Kodali, 2008). They argue that benchmarking should be performance based and focus on standards of excellence obtained by the organisation that is being benchmarked.

An organisation usually uses best practice methods where it compares its measurements against top organisations or competitive method where it compares itself with peer organisations that are performing better. It is important to note that benchmarking is a continuous and cycle based process with six stages: planning and goal setting, fact finding, assessment and data analysis, creating an action plan and plan execution, review. However, the process does not stop at the review stage. Rather, it may begin from the planning stage in the next iteration.

Benchmarking was used for the first time in the 1980's by Xerox Company. The company aimed at cutting production costs. The practice was soon adopted by other companies in the industrial sector. Through benchmarking, many organisations were able to make changes in their operations. Edmonson (2010) insists that for benchmarking to be effective, it is necessary to adopt a measurement criterion in order to identify the performance gap. While the method was initially used to compare the production costs between competing companies, benchmarking was later used as a tool for quality improvement in organization in different industries. Today, benchmarking has become one of the most commonly used management tool for achieving performance goals through identification and implementation of best practices. This study focuses on

benchmarking practice as an iterative process of identifying and adopting practices of best performing competitors.

1.1.2 Operational Performance

Combs, Crook and Shook (2005) while differentiating operational performance and organisational performance argue that operational performance involves all non-financial firm outcomes while organisational performance encompasses all economic outcomes of a firm. Operational performance has a great impact on customer satisfaction and market share of an organisation. As a result, operational performance can be measured by inventory turnover, production cycle time and other non-financial components of business processes. Some commonly used methods of measuring operational performance include quality circles, balanced scorecard, and best practices. The activities aid in monitoring the progress of a firm against the set goals and objectives (Mohanty, 2008).

It is critical to note that performance measurement should be evidence-based and specifically focus on well-established organisational goals and objectives. Kennerley and Neely (2003) grouped performance measures into six types: productivity, effectiveness, safety, timeliness, quality and safety. They also insist that performance measurement should be aimed at implementing and communicating performance standards through effective actions.

Over the years, operational performance measures have been adopted in various organisations in the public sector. However, few studies have been conducted on their effectiveness in achieving organisational goals. Wholey (1992) observes that today's citizens are enlightened and constantly demand evidence of program effectiveness as a form of performance measurement from government institutions and not for profit organisations.

Mannion and Goddard (2000) cite that there has been a general shift in the use of information on organizational performance from internal control purposes such as budget formulation, resource allocation and employee motivation to use of data to improve communication, enhance accountability, service delivery and performance contracting in public sector organisations. This study utilises the operational performance definition which refers to non-financial results of an organisation's key processes including customer satisfaction, product and service quality, timeliness and efficiency.

1.1.3 Benchmarking and Operational Performance

In today's dynamic and globalised economy, organisational performance is strongly linked with personal job performance, knowledge, skills and experience (Covey, 1989; Covey, 2004; Jones *et al.*, 2000). As a result, benchmarking is commonly used as a performance evaluation tool to identify and implement standards of excellence intended to achieve improved performance and productivity. Benchmarking works well in organisations that lack engineering standard that guarantee improved performance.

Consequently, benchmarking is commonly used to manage service delivery in organisations where defining service standards is a major challenge.

According to Maiga and Jacobs (2004), benchmarking is linked to the financial performance of an organisation. On the contrary, Anderson and McAdam (2006) argue that benchmarking cannot accurately predict financial outcomes and therefore should not be linked with the financial performance of an organisation. Financial performance measures used by profit-making organisations may not be ideal for the public sector. It is, therefore, prudent for public agencies to benchmark against operational performance. Benchmarking can provide detailed comparative analysis of the performance of a portfolio or property against competitors. This can help managers to point out areas for improvement by cutting costs and improving service levels (Padavano, 2005).

Benchmarking of business operations is an effective way to assist an organisation to accomplish its goals and objectives. It enables an organisation optimise key processes by comparing them best in industry practices. Areas that benchmarking often focuses on is optimisation of processes in different industries, efficiency in service delivery and efficiency in automation. In addition, Rajesh and Gopal (2013) argue that resource optimisation has the capacity to inform changes in processes, policy and technology.

1.1.4 Kenya National Assembly

Article 127 of the Constitution of Kenya (2010) provides for the establishment of Parliamentary Service Commission which is meant to facilitate the achievement of the

roles of the Parliament of Kenya. The Parliamentary Service is structured into three services, namely the National Assembly, Senate and Joint Service. The Senate and The National Assembly are identical in terms of organisational structure. The structure is made up of Legal Counsel, Hansard Reporters, Serjeant-at-Arms and Clerk Assistants. The Parliamentary Joint Service is mandated to deliver services such as Procurement, Accounting, Finance, ICT, Library, Research, Litigation and Compliance services, Printing, Human Resources, Security, Maintenance, Media Services, Public Communications, Health Club and Catering among others, to both Houses of Parliament.

As a national legislative organ, Parliament has been and still remains of its own kind in every country. As such, benchmarking takes various forms in parliamentary practice. Attachments and study tours to other parliaments for periods ranging from one week to one month are a common practice across Parliaments. The National Assembly equally hosts delegations from other countries as well as County Assemblies.

Parliament is also part of international Associations such as the the the Commonwealth Parliamentary Association (CPA), African Caribbean Pacific-European Union (ACP-EU), the East African Legislative Assembly (EALA), African Union (AU), the Inter-Parliamentary Union (IPU) and the Pan-African Parliament (PAP) which are a source of standards of excellence for benchmarking purposes in areas of governance and transparency. Caucuses and Friendship Groups between two Parliaments aimed at fostering relations and championing for bilateral relations also act as a form of benchmarking.

The Kenyan Parliament adopted a bicameral legislature in 2013, which was the first Parliament after promulgation of the Constitution of Kenya, 2010. This has led to new challenges such as disputes between the two Houses due to disagreement on principal issues resulting into the aggrieved party seeking an interpretation from the Supreme Court. Disputes have also arisen between Parliament and other State Organs such as the Salaries and Remuneration Commission and the Judicial Service Commission (Cheboi, 2016).

The modalities of the workings of an expanded legislature in terms of Administration structure, Budgeting and Financial Management have also been a major challenge. It is against this background that the Commission constantly sends its staff to benchmarking visits in other jurisdictions to get exposure on how to tackle an expanded bicameral legislature. Parliamentary independence can be achieved through a professional parliamentary service.

1.2 Research Problem

Benchmarking has been widely accepted as a performance evaluation tool owing to its widespread use (Francis & Holloway, 2007). However, critiques argue that it has failed to provide a reliable framework for comparing performance in terms of effectiveness. As a result, critiques consider it as a mere theory. Rolstadas (2001) argues that benchmarking is an effective comparative analysis tool. However, it is not different from other performance measurement tools.

In the second quarter of the Financial Year 2015/2016, the Government of Kenya unveiled a number of austerity measures among them cessation of all benchmarking and study tours by Ministries, Departments and Agencies (MDAs) to enhance commitment control and fiscal discipline in the management of public resources (National Treasury, 2015). As any other public management improvement tool, benchmarking requires to be inserted in the policy/service cycle by defining the policies/services that will benefit from the exercise; measuring and comparing performance, managing change, improving by learning from benchmarking and evaluating the improvements (Kelessidis, 2000).

It has been a pressing concern on whether the lessons learnt from the various benchmarking visits are applicable to the Kenyan Parliament, given that most of the developed democracies may have higher levels of maturity and different political dynamics. Verrier (2007) holds that some of the Benchmarking Principles, Guidelines, and recommendations are an ideal unrealizable in the contexts of different parliaments.

Van Helden and Tillema (2005) argued that the absence of market forces in public sector organisation makes benchmarking an unsuitable tool. The researchers advocated for a benchmarking theory suitable for public sector organisations. They developed public sector benchmarking theory based on institutional reasoning hypotheses and economic efficiency hypotheses which captured the normative economic behaviour common in public sector institutions. The theory suggested a framework for benchmarking in the

public sector. The framework was aimed at ensuring that benchmarking theory for public sector organisation should incorporate teleology and economic efficiency.

Wanyama (2012) studied factors for effective benchmarking in freight and forwarding companies. They included the role of quality department, employee participation, benchmarking limitation, management commitment, internal assessment. He argued that for benchmarking activities to be effective, they must be specific and take into consideration the various limitations under which the organisation operates.

Ouma (2014) concluded that benchmarking practices were used to achieve improved service delivery and the effects were felt in all facets of the Kenya Revenue Authority (KRA) and recommended that in implementation of benchmarking practices, the management of KRA should consider involvement of top level management as well as all user departments and incorporation of the corporate plan into the benchmarking strategy.

Although benchmarking is common and has various benefits, critiques have questioned its effectiveness. According to Fong *et al.* (2008), there is a lack of agreement with regard to benchmarking practices and the various classifications. In addition, Fong *et al.* (2008) noted significant limitations on the various models used in implementing benchmarking.

Consequently, Fong *et al.* (2008) proposed further research to evaluate the effectiveness of benchmarking in public sector organisations. This research study fills the knowledge gap by providing an answer to the following research question. What impact has benchmarking had on the operational performance of the Kenya National Assembly?

1.3 Research Objectives

The main objective of the study was to establish the effect of benchmarking operational performance of the Kenya National Assembly.

The specific objectives were:

- i. To determine the benchmarking practices adopted by the Kenya National Assembly
- ii. To determine the relationship between benchmarking practices and operational performance of the Kenya national assembly.

1.4 Significance of the Study

The outcomes of the study will benefit the Parliamentary Service Commission, as it will be able to gauge the return on investment in benchmarking and attachments as a major recurrent expenditure for its staff.

Further, the findings of the study will assist the Parliamentary Service Commission in coming up with policies that will put in place measures of determining the value addition of benchmarking on the performance practices of Parliamentary staff. The overall effect will be enhanced overall operational performance by the National Assembly.

The outcomes of the research will contribute to the existing body of knowledge on the subject of benchmarking on organisational performance. This will assist future researchers and academicians by providing literature and basis for further research.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section of the study presents a review of the existing literature on the subject of the effectiveness of benchmarking practices in the National Assembly. The study provides theoretical foundations on the subject of benchmarking, empirical review of the study and the conceptual framework. The main literature sources of information are theoretical literature, books, research papers, and academic publications.

2.2 Benchmarking

Benchmarking has globally been applied as a continuous improvement tool in the context of total quality management and as a means of enhancing competitiveness. The process has been intensively and extensively applied in the private sector and gained recognition. The inclusion of benchmarking in the Baldrige Quality Award reflects its popularity (Hackman & Wageman, 1995). Its application in the public sector is gradually growing (Auluck, 2002).

2.2.1 Types of Benchmarking

Internal benchmarking refers to the process of comparing similar operations in different departments in a given organisation. This can be an ideal starting point for an organisation to exhaustively understand its own processes and establish its own standards before seeking external comparisons. It is appropriate to use this kind of benchmarking when various business units in an organisation epitomise good practice, exchanging

sensitive information and data with external organisations may be challenging or due to the limitation of time and resources (Sharif, 2002).

External competitive benchmarking involves comparison of performance in key area based on information from institutions seen as direct competitors. However, not every best practice solution can be benchmarked. External competitive benchmarking is appropriate when the company is looking for creative innovation and standards for good practice (Vic, 2000).

Functional or industry benchmarking is performed with companies that share market characteristics and use similar technology. It is performed with market leaders or organisations that represent best functional operations in a given industry. Functional or industry benchmarking is based on the financial performance and based on historical data. Consequently, it fails to inspire innovation, creativity and learning which critical components of success are today (Mann, 2010).

Processor generic benchmarking is best work practices. It emphasises benchmarking of processes with similar procedures. The work processes of well-performing organisations are compared. However, the method requires an understanding of all the key processes in the organisation (Achtemeir & Simpson, 2005).

Strategic Benchmarking focuses on long-term strategies and methods used by high performing organisation. It is applied when an organisation wishes to improve its overall

performance. Darmont and Schneider (2000) argue that using strategic benchmarking is one of the most difficult to implement since the outcomes may not be immediate.

International Benchmarking is used in situations where good practice organisations are located in other countries. It is also commonly used when there are few companies to use for benchmarking locally. It is intended to achieve world-class standards of practice. Dahlberg and Statskontoret (2013) note that there are several motives encouraging international benchmarking such as increased globalisation and international interdependency, the absence of domestic comparators and the quest for competitive alternatives. It is also intended to help in providing the basis for creative innovation by changing obsolete work methods and systems in addition to widening the scope of debate and deliberation. It provides the foundation for constructive arguments and enhances the freedom of action for the purpose of implementing changes in policy.

Best Practice benchmarking refers to the process of identifying and studying the way high performing companies are able to achieve improved performance.

Camp and Anderson (2004) note that Best Practice Benchmarking has become popular as a means for improvement. It is still considered to be an authoritative form of benchmarking, as the study of best high performers that excel within a particular functional area or process is likely to deliver significant benefits. The objective of benchmarking is to introduce and sustain best practice by making a comparison with other organisations thus sustaining continuous improvement (Duncan, 2004).

The history of evolution consists of notable phases in the last 15 years (Camp, 2004). These phases include identification of performance benchmarks, process proficiency, and conceptualization of best practice, mastery of best practice and the establishment of models. Knowledge obtained through benchmarking is then carefully analysed to establish the feasibility of adoption to the organisations work processes (Mann et al., 2010). Performance benchmarking is a comparative study of specific work processes with a goal to identify areas of improvement.

The United Kingdom House of Commons and House of Lords are generally acknowledged to be the best practice model specifically on separation of powers among the arms of government, which consequently improves its oversight strength of the Legislature over the Executive (Verrier, 2007). The Commission's Annual Report is tabled and debated in the legislature implying interest in House administration. A profound commitment to ongoing review has resulted into more leadership and strategic direction in prioritising key areas for improved operational performance.

Continuous informal benchmarking is a process whereby officers of various jurisdictions contact each other directly to discuss matters arising in the course of performing duty. To enhance exchange among colleagues, many National and Federal Parliaments in Australia and the United Kingdom are linked to Canadian Clerks at the Table (CATS). This enables clerks from the various jurisdictions to share emerging and ongoing procedural and administrative matters. The Australian and New Zealand Association of Clerks at the Table (ANZACATT) has a forum whereby Australian Parliaments exchange

information. The forum equally acts as a repository of papers presented at various conferences (Duncan, 2004).

2.2.2 Benchmarking Practices

Benchmarking is comparative study of inventory cycle time, costs, productivity and quality for a number of specific operational processes that are known to be industry standards. The initial method of benchmarking used by Xerox company consisted of ten steps which are: identification of specific processes to be benchmarked, identification of organizations to benchmark, identify methods of data collection, collect the data, define performance gaps, set future performance standards, communication targets to teams and individuals, accept benchmarks, establish achievable goals, establish a practical action plan, implement action plans, monitor and control action plans and reviewing of plans with a view to adjust benchmarks (Andersen, 2006).

This involves ensuring that parameters that guide the benchmarking such as identifying a benchmarking partner, the manner of sourcing for the benchmarking partner and various benchmarking activities involved in are in tandem with the objectives of the organisation. Organizations can benchmark plans and objectives, manner of conducting activities; results of their processes; monitoring and review methods as well as possibilities for improvement (Carroll, 2006). According to Imlach (2013), benchmarking is a method of evaluating how a process works based on industry standards. It is a continuous practice that focuses on practices of strong competitors with a view to improving performance in the organisation.

2.3 Operational Performance

Lebans and Euske (2006) argue that operational performance involves both financial and nonfinancial measurements. Operational performance provides information on the level of achievement of organisational goals and objectives. The underlying assumption of is that increasing operational performance will lead to enhanced organisational effectiveness. Performance is a phenomenon that is dynamic in nature. Consequently, it requires judgment and interpretation. Operational performance has an impact on various categories of stakeholders in any organisation namely; customers, suppliers, shareholders, and employees. Efficient management requires a clear definition of objectives to avoid conflicting interests by different stakeholders (Slack et al., 2004).

Bernades, Hanna and Mark (2009) note that flexibility, agility and responsiveness play an important role in operational performance. Speed, quality, flexibility, dependability and cost are considered the core operational performance objectives provide the necessary motivation for operations management tools. In parliamentary context, these translate to legislation, oversight, public participation and standard operating procedures. Legislation is a form of parliamentary power that is extensively defined in the Constitution and Standing Orders. This is a prime role as Members of Parliament ordinarily initiate legislation through legislative proposals, motions and amendments to Bills. Oversight primarily occurs in the Committee system where legislators ensure that programs are executed as envisioned and public expenditure is incurred for the purpose for which funds were disbursed.

Public participation is crucial for any law making body as a means of strengthening representative democracy and allows the public to share in the process of governance, particularly on legislative processes. Forms of public participation include public hearings where representations and comments are invited from interest groups, stakeholders and individuals on matters under consideration in the House by placing advertisements in newspapers (commonly used), radio and television broadcasts of parliamentary proceedings, public access to House Sittings and Committee meetings and outreach programs and information dissemination through lectures, sport activities and focused media strategies. (Sialai, 2016).

Standard operating procedures are documents that describe recurring processes in the workflow and assist in ensuring that operations comply with certain standards, regulations and policies. For impact to be felt on operational performance, parliamentary staff need to be equipped on how to meet legislators' information needs in an expeditious manner and in a better coordinated administrative system (Johnson, 2005).

Mcclenaghan (2014) defines a high functioning organization as one which among others, remains abreast of relevant research and theory, and implements best practice from this, defines its own quality and performance standards, and ensures that these are maintained, develops and implements appropriate, clear and concise policies, and ensures that adherence to these is embedded into systems, processes and checks. Any performance measurement should provide measures that are meaningful for the processes, activities and achievement. In addition, it should provide a feedback between the organisation and

stakeholders. Operational performance measurement has four categories: Process evaluation that measures the level at which a program is operating with a specific focus on adjusting it to program design, professional standards, customer expectations, statutory and regulatory requirements, program design.

On the other hand outcome, evaluation focuses on the level at which a process achieves its set objectives. It considers the inputs and outputs to a process with a view to making an objective judgment of the effectiveness of the process. Impact evaluation assesses the overall impact of the process by comparing the results with estimates of what would be achieved without it. Cost-benefit analysis is then made for the processes by comparing the output and costs incurred (The US General Accounting Office, 1998).

2.4 Empirical Review

Cowper and Samuels (2005) studied that capacity and effectiveness methods in academic institutions in the United Kingdom. They established that to achieve higher learning capacity and effectiveness, benchmarking methods should be linked with performance management. Consequently, the researchers suggested a strategy that combines standards with results and process orientation. This study has prompted the researcher to further look into the thesis proposed.

In the study *Benchmarking Performance of Legislatures: A Best Fit Approach*, Coghill et al (2011) argue for a best fit rather than a best practice approach to the on-going development and improvement to legislative systems through enhanced professional

development of their legislators. This promotes the view that performance indicators need to be developed in the context of the dynamic environment within which each legislature operates. It is underpinned by a focus on the development of human capital through ongoing training and development, to incrementally develop the legislative system through enhanced knowledge and skills of its legislators.

Kapur and Mehta (2006) studied the Indian Parliament as an institution of Accountability. The researchers observed a decline in the effectiveness of the Indian Parliament as an oversight and accountability institution. They further argued that the very instruments of accountability such as the committee system, oversight powers and motions on the floor, were increasingly becoming dysfunctional. Globalization of the Indian economy was affecting Parliament in two ways. First, economic decisions were increasingly made on the basis of international agreements. However, the Indian parliament lacks an effective system for overseeing these agreements. Consequently, the international treaties become *fait accompli* by the time they are presented in Parliament. The researchers recommended benchmarking for the Indian legislators in order to address the emerging issues in the Indian Parliament.

It is important to note that the two latter studies are focused on the legislative aspect of Parliament. Consequently, they specifically address the legislative aspect for benchmarking in Parliament. However, given the fluid nature of the structure of parliaments, it is important that benchmarking strategies consider the long-term consequences as a result of high turnover of Parliamentarians elected. Zairi and Baidoun

(2003) reinforce an earlier assumption that for benchmarking to be effective it must have rational performance goals. This research study intends to fill the existing research knowledge gap by providing an answer to the following research question. What impact has benchmarking had on the operational performance of the Kenya National Assembly?

2.5 Summary of the Literature

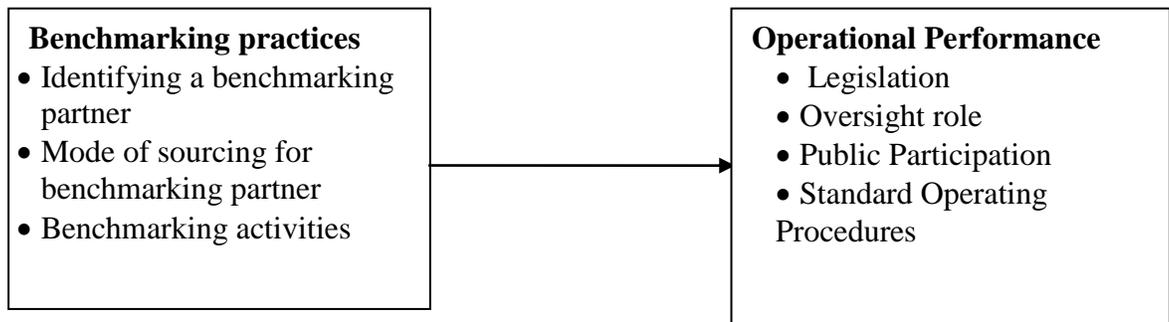
Mamati (2011) noted that employee training initiatives, service strategy and efficiency have an impact on the performance of firms in the financial industry sector and that organisations must focus on emphasising employee training initiatives, improving operational efficiency and operational performance as they affect everyday operations of the organisation. She recommended that studies need to be conducted in other service and manufacturing industries in Kenya other than financial services sector in Kenya to further strengthen and validate the findings of this study.

Sajabi (2012) observed that most institutions benchmarked against their core functions and rated their benchmarking partners from other firms in the same line or industry, and from those with shared ownership. This study noted that benchmarking among departments within the same organisation and across international borders was a less favoured option among most of the firms in the sector and recommended cross-border benchmarking to adopt best practices to make their products competitive, not only locally, but regionally and internationally. Mwayayi (2015) concludes that Kenya Ports Authority (KPA) has enjoyed numerous benefits from the benchmarking strategy resulting in efficiency in operations and customer satisfaction. He cited government

bureaucracy and long procurement procedures as some of the stumbling blocks that need to be addressed to ensure that more benefits are enjoyed from benchmarking strategy.

In addition to the researchers' findings which are still relevant and contemporary, this research intent to focus the effect of benchmarking on operational performance in the legislative services sector and establish a benchmarking strategy in place.

2.6 Conceptual framework



Source: Own compilation

H1- benchmarking has a positive influence on the operational performance of Kenya National Assembly.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section of the research presents the research methodology that was adopted in collecting data and reporting the results of the stated objectives which are to establish the benchmarking practices adopted by the Kenya National Assembly and to determine the relationship between the benchmarking practices and operational performance of the Kenya National Assembly. It includes the introduction of the methodology, the chosen research design, and data collection methods and data analysis strategy.

3.2 Research Design

The study used case study research design. This was appropriate because there is only one National Assembly which cascades to County Assemblies, hence the data enabled the researcher closely examine the data within a specific context.

3.3 Population

The study population was the staff of the National Assembly. In parliamentary benchmarking, it is important to measure undertakings that parliamentary staff have control over. Duncan (2004) explains that the amount of legislation passed within a certain period does not necessarily reflect the effectiveness of benchmarking on operational performance, neither is it an aspect that the staff have control over. The study focused on three directorates and one department which are instrumental in facilitating

Members of Parliament discharge their constitutional mandates and thus are key beneficiaries of benchmarking exercises. These are 17 staff from Directorate of Legislative and Procedural Services, 51 staff from Directorate of Committee Services, 21 staff from Directorate of Legal Services and 24 staff from the Hansard department.

3.4 Data Collection

The researcher opted for a census survey method of data collection as the size of the population of the study was not large. The study relied on primary data collection which was done using a questionnaire (Appendix 2). The questionnaire was divided into three sections, Part A, Part B and Part C. Each section had both open and closed ended questions. Part A was designed to obtain respondent information. The questions in Part B presented as a five-point Likert scale while those in Part C were presented as a six-point Likert scale.

3.5 Data Analysis and Presentation

OBJECTIVE	SECTION OF QUESTIONNAIRE	ANALYSIS
To determine benchmarking practices adopted by the Kenya National Assembly.	Appendices Part B	Descriptive statistics
To determine the relationship between the benchmarking practices and operational performance of the Kenya National Assembly.	Appendices Part C	Inferential Statistics

Both quantitatively and qualitatively methods were used to analyse the collected data in line with the study objectives. Quantitative analysis was used for close-ended questions.

In order to determine benchmarking practices adopted by the Kenya National Assembly, descriptive analysis was employed using percentages and interpreted accordingly. To establish the link between benchmarking practices and operational performance of the Kenya National Assembly, inferential statistics was used to approximate each set of independent variables in Part B relative to the dependent variables in Part C.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This section of the study presents the findings of the study. The analysis is from primary data gathered via questionnaires. A total of 113 questionnaires were distributed to 17 staff from Directorate of Legislative and Procedural Services, 51 staff from Directorate of Committee Services, 21 staff from Directorate of Legal Services and 24 staff from the Hansard department. Out of these, 87 questionnaires were collected from the survey. This represents a 77% feedback which is adequate for the study. The following section presents the descriptive analysis results. This is followed by the results of the inferential analysis.

4.2 Descriptive Analysis

Table 4.1: Gender of respondents

	Frequency	Percent
Male	50	58.1
Female	36	41.9
Total	86	100.0

Table 4.1 shows that 58% of the respondents were male and 42% were female. This is consistent with the Human Resource records for the staff composition in terms of gender within the institution as there are generally more male than female staff.

Table 4.2: Age of respondents

Age in years	Frequency	Percent
21-30	39	44.8
31-40	38	43.7
51-50	8	9.2
>50	2	2.3
Total	87	100.0

Table 4.2 shows that in terms of age of respondents, 45% were aged between 21 and 30 years, 44% were aged between 31 and 40 years and 9% were aged between 51 and 50 years. Just about 2% of the respondents were aged over 50 years. Thus, majority of the respondents fell within the youth bracket. This is also consistent with the Human Resource records for National Assembly employees as the majority of them are under 40 years of age.

Table 4.3: Level of education of respondents

	Frequency	Percent
Postgraduate	44	51.2
Undergraduate	40	46.5
Diploma	2	2.3
Total	86	100.0

Table 4.3 shows the results for highest levels of education of the respondents in the study. The results reveal that 51% had postgraduate degrees, 46% had undergraduate degrees and only 2% had diplomas. This shows that majority of the respondents had at least a degree. Therefore, they were competent enough to work within the institution and had the requisite understanding to respond to the issues of importance in this study.

Table 4.4: Directorate/Department of respondents

	Frequency	Percent
Legislative and procedural services	14	16.3
Committees	40	46.5
Legal services	14	16.3
Hansard	18	20.9
Total	86	100.0

Table 4.4 shows majority (47%) were from the directorate of Committee Services, 21% were from Hansard department, 16% from the directorate of Legislative and Procedural Services while another 16% were from the directorate of Legal Services. This is consistent with the internal records in the organisation.

Table 4.5: Duration of work at the National Assembly

	Frequency	Percent
Up to 5 years	57	65.5
Up to 10 years	22	25.3
Up to 15 years	5	5.7
Up to 20 years	3	3.4
Total	87	100.0

Table 4.5 shows that majority of the respondents (66%) had worked for up to 5 years in the institution, 25% for up to 10 years and 6% for up to 15 years. Another 3% had worked for a period of 15 to 20 years in the institution. Thus, majority of the employees were new in the institution. This may affect their views on whether benchmarking has had an impact on the institution. However, the fact that 34% of the respondents had been in the organisation for more than 5 years provides a cushion on this matter as they carry the institutional memory necessary for responding to issues in this survey. Further, a chi-

square test reveals no statistically significant differences in how the two groups of employees score on whether benchmarking is beneficial or not.

Table 4.6: Source of benchmarking partners

	Mean	SD
Parliamentary organisations in other countries	2.4941	1.21129
Other departments within the organisation	2.9419	1.17177
Parliamentary organizations in your country	2.9524	.87681
Non-parliamentary organizations elsewhere	3.1429	1.39830
Non-parliamentary organisations in Kenya	3.3415	1.10240

Table 4.6 shows the results of the source of benchmarking practices by the National Assembly. Respondents were asked to rate the most frequent source of benchmarking partner on a Likert scale of 1-Very high, 2-High 3-Moderate, 4-Rarely 5-Never. The most common benchmarking partner is parliamentary organisations in other countries (mean = 2.49) followed by other departments within the Kenya National Assembly (mean = 2.94) and parliamentary organisations in Kenya (mean = 2.95) such as the Senate, Joint Services, and County Assemblies.

Parliaments operate under different constraints and social conditions which most benchmarking. Therefore, benchmarking with various parliaments is intended to assist parliaments to gauge themselves in their own modernization and reform efforts which are intended to make the institution more effective (Commonwealth Parliamentary Association Study Group, 2013). As such, a partnership with non-parliamentary organisations either in Kenya or in other countries is done moderately.

Table 4.7: Mode of sourcing for benchmarking partner

	Mean	SD
Parliamentary Reports	2.3176	.99057
Compliance with set standards by parliamentary bodies	2.4118	1.02695
Precedence by other delegations	2.5238	1.05826
Internet search	2.6627	1.17159
Peer review findings	2.8588	1.18676

Table 4.7 shows how the National Assembly sources for benchmarking partners. Respondents were asked to rate the most frequent source of benchmarking partner within a Likert scale of 1-Very high, 2-High 3-Moderate, 4-Rarely 5-Never. The highest source of benchmarking partners is parliamentary reports (mean = 2.32) followed by compliance with parliamentary bodies such as Inter-parliamentary Union (IPU) (mean = 2.41) and Commonwealth Parliamentary Association (CPA) and precedence by other delegations (mean = 2.52). Technology is also being deployed as internet search (mean = 2.66) also came up as an important mode of sourcing for a partner. Lastly, peer review findings are also used to source for benchmarking partners (mean = 2.86).

Benchmarking reports usually done by delegation secretaries provide a summary of activities undertaken with a section on recommendations to the National Assembly. Implementation of these reports ought to be done to generate effective outcomes from the benchmarking process, as they are frequently referred to after tabling in the House. The researcher noted that Annual Parliamentary Reports provide lengthy narratives of what each directorate or department has done within the year. Laurie (2004) argues that the trend should be an emphasis on reporting in the achievement of strategic and operational plans, rather than individual work units. Accounting records reveal that the Parliament of

Kenya invests substantial sums in membership fees to parliamentary bodies. It is, therefore, commendable that the National Assembly frequently takes into account recommendations from these bodies in sourcing for benchmarking partners.

Table 4.8: Benchmarking activities

	Mean	SD
Offering professional advice to other parliaments	2.3976	1.03523
Hosting international/county assembly delegations	2.5412	1.23011
Visited other Parliaments prior to implementation of a project.	3.0118	1.31379
Requesting professional advice from other parliaments.	3.1310	1.09522

Table 4.8 shows the results for benchmarking activities that the National Assembly had participated in. Respondents were asked to rate the most recurrent activities they had undertaken on a Likert scale of 1-Very high, 2-High 3-Moderate, 4-Rarely 5-Never. It emerged that most of them had offered professional advice to other parliaments and county assemblies (mean = 2.39) and hosted international or county assembly delegations for attachment or benchmarking (mean = 2.54). On a moderate level, the National Assembly also visits other parliaments prior to implementation of projects (mean = 3.01) and writes to request professional advice from other parliamentary organisations (mean = 3.13).

Vittum, Lis and Ochola (2015) affirm that Members of Parliament and parliamentary staff generally expressed satisfaction in the State University of New York (Parliamentary Strengthening Program) in its 15 year life period which ended in the year 2013. The programme enabled Parliament to improve its law making and oversight roles, enhance public participation as well as develop strong internal administration structures. The

Parliament of Kenya has developed into a vibrant, professional and independent arm of Government. This has resulted in it being one of the strongest legislatures in the region where many jurisdictions aim to learn from.

Table 4.9: Benchmarking practices

	Mean	Std. Deviation
Mode of sourcing for partner	2.5420	.72010
Benchmarking activities	2.7500	.88362
Source of benchmarking partner	2.9534	.69390

Table 4.9 displays the summary of the three benchmarking practices that were under determination. It is evident that the mode of sourcing for a partner was the most crucial practice (mean = 2.54) followed by benchmarking activities in which the National Assembly was involved in (mean = 2.75) and finally the source of benchmarking partners (mean = 2.95).

Indeed, it is important to define a mode of sourcing for a benchmarking partner by having a measurement mechanism in order to identify a performance gap. Edmonson (2010) clarifies that this can assist in identification of priorities and means for strengthening operational efficiency of Parliaments including effective processes and goals for programme output, and process improvement.

Table 4.10: Whether benchmarking has benefits to respondents

		Type of Employee		Total
		New	Old	
Beneficial	Count	43	20	63
	% within Benchmarking beneficial?	68.3%	31.7%	100.0%
	% within type of employee	75.4%	66.7%	72.4%
Not beneficial	Count	14	10	24
	% within Benchmarking beneficial?	58.3%	41.7%	100.0%
	% within type of employee	24.6%	33.3%	27.6%
Total	Count	57	30	87
	% within Benchmarking beneficial?	65.5%	34.5%	100.0%
	% within type of employee	100.0%	100.0%	100.0%

Table 4. 10 shows the cross-tabulation results on whether the respondents felt that there were benefits to their organisation coming from benchmarking. The results are aggregated by whether the employee was new (5 years or less in the organisation) or old (more than 5 years in the organisation). The results show that while 72% of the respondents agreed that benchmarking was beneficial, 28% did not agree. The cross-tabulation shows that 75% of new employees said it was beneficial while 67% of the old employees also agreed. The results further show that 25% of the new employees said benchmarking was not beneficial and 33% of the old employees also said it was not beneficial. These differences in opinions were tested for significance and the chi-square test shows that the differences were not significant ($\chi = 0.757$; $p = 0.384$) suggesting that the duration in which the employees had been in the organisation did not influence how they responded to this question.

Table 4.11: Applicability of benchmarking lessons to the National Assembly

		Type of Employee		Total
		New	Old	
Practice applicable	Count	44	22	66
	% within Practices	66.7%	33.3%	100.0%
	% within Employee type	80.0%	73.3%	77.6%
Not applicable	Count	11	8	19
	% within Practices	57.9%	42.1%	100.0%
	% within Type of Employee	20.0%	26.7%	22.4%
Total	Count	55	30	85
	% within Practices	64.7%	35.3%	100.0%
	% within Type of Employee	100.0%	100.0%	100.0%

Table 4.11 shows the results of whether the practices learnt from benchmarking are applicable to the working environment of the respondents. This is disaggregated by type of employee through a cross-tabulation. The results show that 78% of the respondents said the practices learnt were applicable while 22% said they were not applicable. The results show that 80% of the new employees noted that the practice was applicable while 20% did not. Further, 73% of the old employees noted that the practices were applicable while 27% did not. These differences in opinions between new and old employees were not statistically significant ($\chi = 0.497$; $p = 0.481$).

4.3 Inferential Analysis

Table 4.12: Correlation matrix

	Performance	Source	Mode	Activity
Source	.243*	1		
Mode	.424**	.391**	1	
Activity	.460**	.522**	.605**	1

*. Correlation is significant at the 0.05 level (2-tailed); **. Correlation is significant at the 0.01 level (2-tailed).

Table 4.12 shows the results of correlation analysis for the independent and dependent variables. A positive relationship is observed between the benchmarking practices and operational performance, although it ranges from low to medium correlation. Further, the interrelationship between the independent variables can also be observed from the table. The results reveal that there's generally a moderate correlation between the independent variables. This shows that there is no serial correlation (or the problem of multicollinearity) within the independent variables in the study.

Table 4.13: Model summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.496 ^a	.246	.218	.49321

The regression analysis was modelled based on the variables in Table 4.12. Table 4.13 shows the model summary. As exhibited, there was a moderate correlation between operational performance and benchmarking practices ($r = 0.496$). The model explained 24.6% of the variance in operational performance ($r^2 = 0.246$). This means that benchmarking practices explained 24.6% of the changes in operational performance of the National Assembly. Other factors may influence operational performance and these may include factors such as institutional factors, individual factors or some other global factors.

Table 4.14: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.571	3	2.190	9.005	.000 ^b
Residual	20.190	83	.243		
Total	26.761	86			

The analysis of variance (ANOVA) is done to test the fitness of the model used in the study. For the model to be considered fit, the significance of the model should fall below 5%. Table 14 shows that the F-statistic was significant at 5% level of significance ($F(3, 83) = 9.01, p < .001$). This means that the model used to test the relationship between benchmarking and operational performance was fit. Thus, one of the benchmarking practice variables in the model significantly impacted on the operational performance of the National Assembly.

Table 4.15: Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.593	.256		6.218	.000
Source	-.016	.090	-.020	-.177	.860
Mode	.179	.093	.232	1.922	.058
Activity	.209	.082	.331	2.545	.013

Table 4.15 shows the coefficients of the independent variables used in the study. The results show that the source of benchmarking partner had a negative relationship with operational performance ($\beta = -0.016; p = 0.860$). The relationship was insignificant at 5% level of significance. The study found that the mode of sourcing for benchmarking partners had a positive and barely significant effect on the operational performance of the organisation ($\beta = 0.179; p = 0.058$). Thus, at 10% level, the relationship was highly

significant. This means that a 1% improvement in how the partners are identified leads to a 0.18% improvement in operational performance of the National Assembly. The results also show that the benchmarking activities had positive and significant relationship with operational performance ($\beta = 0.209$; $p = 0.013$). This means that an increase in the benchmarking activities leads to an increase in the operational performance of Kenya's National Assembly. In other words, a 1% improvement in the benchmarking activities leads to a 0.21% improvement in operational performance of the National Assembly.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section of the study presents a summary of research findings, limitations that arose in the course of the study, conclusions of the research, various recommendations for policy makers and practice, and areas for further research.

5.2 Summary

The research study had two objectives. First, it sought to determine the benchmarking practices adopted by the Kenya National Assembly. Secondly, the study intended to establish the relationship between benchmarking practices and operational performance of the Kenya National Assembly. A census survey was done through a collection of primary data from respondents in various departments of the organisation.

As regards the source of benchmarking partners by the National Assembly, the study found that the most common benchmarking partner is the parliamentary organisations in other countries followed by other departments within the Kenya National Assembly and parliamentary organisations in Kenya such as the Senate, Joint Services, and County Assemblies. This means that functional/ industry, international benchmarking, and internal benchmarking are practised to a large extent within the organisation.

With regard to the mode of sourcing for benchmarking partners, the most common mode was use of parliamentary reports, followed by compliance with parliamentary bodies and precedence by other delegations. These sources are largely founded on best practice benchmarking which is predominantly used by parliamentary organisations. The results also showed that technology was being deployed by use of internet search as an important mode of sourcing for a partner. The study further revealed that peer review findings were also used to source for benchmarking partners. This was mainly through capacity building forums for staff to share various operational practices for career advancement purposes, a practice considered to be a continuous informal form of benchmarking.

On benchmarking activities, the most common activities were offering professional advice to other parliaments and county assemblies and hosting international or county assembly delegations for attachment on benchmarking. Of importance is that this cycle is considered vital as it gives benchmarking beneficiaries an opportunity to share the knowledge and experiences obtained from industry and best practice benchmarking in other jurisdictions, exposing them to additional challenges and new fronts to benchmark on in their day to day work thus better operational performance.

The correlation analysis revealed that there was a generally moderate correlation between the independent variables. No serial correlation was observed. The regression analysis showed a moderate correlation between operational performance and benchmarking practices. The model explained 24.6% of the variance in operational performance. The ANOVA showed that the model used to test the relationship between benchmarking and

operational performance was fit. The results showed that source of benchmarking practice had a negative but insignificant relationship with operational performance while the mode of sourcing for benchmarking partners had a positive and barely significant effect on the operational performance of the organisation. The results also showed that the benchmarking activities had a positive and significant relationship with operational performance.

5.3 Conclusion

The study concludes that there are a number of benchmarking practices that have been adopted by the National Assembly. This is observed in the way the National Assembly sources for benchmarking partners, the benchmarking partners themselves, and the benchmarking activities that the organisation is involved in. These benchmarking practices were found to be beneficial and also applicable to the work that employees of the National Assembly do.

The study also concludes that the source of benchmarking does not influence the operational performance of the National Assembly. This means that the operational performance of the National Assembly does not depend on the source of benchmarking partners. The study further concludes that the mode of sourcing of benchmarking partners influences operational performance. This suggests that the way in which benchmarking partners are sourced is influential in explaining the operational performance of the National Assembly. Finally, the study concludes that benchmarking activities influence the operational performance of the National Assembly. Thus, the benchmarking activities

that the National Assembly involves itself have a bearing on its overall operational performance.

5.4 Recommendations

The study makes a number of recommendations. First, the study recommends a need for the National Assembly to channel their benchmarking resources into the selection of benchmarking partners. With a proper mode of selecting benchmarking partners, the National Assembly will have relevant benchmarking practices that will enhance the operational performance of the institution.

Secondly, the study recommends that more efforts be focused on relevant benchmarking activities as these are capable of translating into better performance of the organisation in terms of the operational performance. Thus, better and more relevant benchmarking activities should be sought in order to improve the operations of the National Assembly.

Lastly, the study recommends that as a form of accountability, annual reporting of Parliamentary activities should be geared toward enlightening the public on the achievement of strategic and operational plans, rather than protracted descriptions of what each directorate or department has done within the year. This will assist in justification of funds utilised in benchmarking by the National Assembly thus improving its image in the public eye.

5.5 Limitations of the study

The major limitation of this study was that it was based on one institution – the National Assembly – and the results may, therefore, not be applicable to other institutions other than the National Assembly. Further, while institutions such as the Senate and the County Assemblies may have similar operations as those of the National Assembly, the application of these results to such institutions should be approached with care as the study did not focus on those other institutions.

5.6 Suggestions for Further Research

While this study has done a good job at analysing the benchmarking practices as well as the relationship between the benchmarking practices and operational performance, a few areas still need to be examined. First, it is important for future studies to determine whether there are other benchmarking practices unique to the National Assembly other than the generic ones that were used in this study. Therefore, a factor analysis of the benchmarking practices should be carried out to come up with a set of unique practices.

Secondly, while the practices were regressed in this study against operational practices, they were not exhaustive. Future studies should examine whether other benchmarking practices have an impact on the operational performance of the National Assembly. This may be done by first identifying unique benchmarking practices from a factor analysis and then regressing these factors on the operational performance.

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APPENDICES

Appendix 1: Letter of Introduction

National Assembly

P.O BOX 41842-00100

NAIROBI

Dear Sir/ Madam,

RE: COLLECTION OF DATA

I am a postgraduate Student at the University of Nairobi. As part of my coursework assessment, I am required to submit a Management Research Project. In this regard, I am undertaking a research on the relationship between Benchmarking and Operational Performance in the Kenya National Assembly.

This is to kindly request you to assist me with the collection of data from your organisation. Your assistance in completing the questionnaire attached will be highly appreciated. The information you provide will be treated with utmost confidence and will be used exclusively for academic purposes.

Your cooperation is highly appreciated.

Yours sincerely,

Anne Shibuko Ogada

MBA Student

Appendix 2: Questionnaire

This questionnaire is designed to collect data to establish the relationship between benchmarking and performance improvement in the Parliament of Kenya. The data shall be used for academic purpose only and it will be treated with confidentiality it deserves. The respondents are highly encouraged and persuaded to respond to the statements in this questionnaire in the most truthful and objected way possible. Your participation in facilitating this study will be highly appreciated.

Kindly ticks in the space provided [] the correct answer or supply the required information where required, please specify and elaborate.

PART A: RESPONDENT INFORMATION

1. Gender of the respondent

Male [] Female []

2. Age of the respondent

21-30 years [] 31 to 40 years [] 41 to 50 years []
Above 50 years []

3. What is your highest level of education?

Postgraduate [] Undergraduate [] Diploma []

4. Directorate/ Department

Legislative and Procedural Services []
Committees []
Legal Services []
Hansard []

5. Duration worked in the National Assembly

0-5 years [] 5-10 years [] 10-15 years [] 15-20 years []

PART B: BENCHMARKING IN THE NATIONAL ASSEMBLY

Please answer the following questions regarding benchmarking in your Directorate/department.

Key: 1-Very high, 2-High 3-Moderate, 4-Rarely 5-Never

SOURCE OF BENCHMARKING PARTNER						
	Parameter	1	2	3	4	5
S1	Other departments within the organisation (Kenya National Assembly).					
S2	Parliamentary organisations in your country (Senate/ Joint Services/ County Assembly).					
S3	Non-parliamentary organisations in your country.					
S4	Parliamentary organisations in other countries.					
S5	Non-parliamentary organisations in other countries.					
MODE OF SOURCING FOR BENCHMARKING PARTNER						
	Parameter	1	2	3	4	5
M1	Peer review findings.					
M2	Precedence by other delegations.					
M3	Internet search.					
M4	Parliamentary Reports.					
M5	Compliance with set standards by Parliamentary Bodies e.g. Inter-Parliamentary Union (IPU), Commonwealth Parliamentary Association (CPA) etc.					
BENCHMARKING ACTIVITIES PARTICIPATED IN						
	Activity	1	2	3	4	5
A1	Hosted an international/ County Assembly delegation for attachment or benchmarking.					
A2	Writing to request for professional advice from a different parliamentary organisation.					
A3	Offering professional advice to other Parliaments/ County Assemblies.					
A4	Visited other Parliaments prior to implementation of a project.					

9. Has benchmarking been beneficiary to you?

YES []

NO []

Briefly, explain

.....

.....

.....

.....

.....

10. Have the practices learnt from benchmarking been applicable to your working environment?

YES []

NO []

Briefly explain

.....

.....

.....

.....

.....

.....

PART C: OPERATIONAL PERFORMANCE OF THE KENYA NATIONAL ASSEMBLY

In your view, which of the following parameters have improved?

Key: 1-Very Great Extent, 2-Great Extent, 3-Moderate Extent, 4-Low extent, 5-Very

Low Extent 6- None

LEGISLATION							
	Parameter	1	2	3	4	5	6
L1	Number of Legislative proposals.						
L2	Published Private Members' Bills.						
L3	Number of adopted Motions.						
L4	Legislation undertaken to ensure compliance with international law and standards.						
OVERSIGHT ROLE							
	Parameter	1	2	3	4	5	6
O1	Increased use of oversight instruments e.g. Questions, Petitions, and Ad hoc Committees.						
O2	Enhanced expert capacity of legislative committee staff to provide expert support and advice on oversight.						
O3	Timely implementation of House resolutions.						
O4	Improved quality of reports on oversight in committee deliberations.						
PUBLIC PARTICIPATION							
	Parameter	1	2	3	4	5	6
P1	Conduct of activities in an open and transparent manner in order to court the confidence of the public.						
P2	Enforcement of mechanisms to promote public understanding of the work of the Legislature.						
P3	Existence of a coordinated structured way to engage the public and stakeholders in the legislative process.						
P4	Increased frequency of formal opportunities provided for civil society input into oversight processes (legislative hearings, etc.)						
STANDARD OPERATING PROCEDURES							
	Parameter	1	2	3	4	5	6

PR1	Existence of Manuals that govern operations within your Department.						
PR2	Existence of Manuals that guide activities between your department and other departments.						
PR3	Existence of Manuals that guide the legislators in discharging their mandate.						

THANK YOU!