GOVERNANCE PRACTICES AND SERVICE DELIVERY OF THE KENYA POLICE SERVICE IN NAIROBI CITY COUNTY, KENYA

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JUNE, 2021
DECLARATION

This research project is my original work and has not been presented for an award of degree in any other University. No part of this research project should be reproduced without authority of the author or/and Kenyatta University.

Signature……………………………………... Date……………………………………

OJUOK, JARED ONYANGO

D53/CTY/PT/32231/2015

I confirm that the work reported in this project has been carried out by the candidate under my supervision as the appointed University Supervisor.

Signature……………………………………... Date……………………………………

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DEDICATION

I dedicate this research project to my family, friends and relatives and all those who have supported me towards its actualization. I would more particularly want to dedicate the outcome to my wife Eunice and our children Prudence, Gloria, Precious, Israel and Abram. Their prayers, sacrifices and support were a great encouragement to me in the whole research process to its completion. I would also like to dedicate this research project to my dear parents namely; Mr. Richard Ojuok Obonyo and Mrs. Rosa Atieno Ojuok whose love for education and fervent prayers were a constant source of hope and inspiration that fortified me during the course of the study period.
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## ABBREVIATIONS AND ACRONYMS

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<tbody>
<tr>
<td>APS</td>
<td>Administration Police Service</td>
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<tr>
<td>ASP</td>
<td>Assistant Superintendent of Police</td>
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<tr>
<td>CIPE</td>
<td>Centre for International Private Enterprise</td>
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<td>DCI</td>
<td>Directorate of Criminal Investigation</td>
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<td>EACC</td>
<td>Ethics and Anti-Corruption Commission</td>
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<tr>
<td>GAP</td>
<td>Government Accountability Project</td>
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<tr>
<td>GCB</td>
<td>Global Corruption Barometer</td>
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<tr>
<td>HPC</td>
<td>High Performance Cycle</td>
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<tr>
<td>KPS</td>
<td>Kenya Police Service</td>
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<tr>
<td>KWS</td>
<td>Kenya Wildlife Service</td>
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<tr>
<td>NACOSTI</td>
<td>National Commission for Science, Technology and Innovation</td>
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<td>NPS</td>
<td>National Police Service</td>
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<td>NPSC</td>
<td>National Police Service Commission</td>
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<td>NYS</td>
<td>National Youth Service</td>
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<tr>
<td>OECD</td>
<td>The Organization for Economic Co-operation and Development</td>
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<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
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OPERATIONAL DEFINITIONS AND TERMS

Communication Structures  
Refers to the effective and operational framework put in place by the public institution to ensure effective channeling of information within and without the institution.

Empathy  
The ability to understand and share the feelings of another person seeking the services of an organization.

Governance Practices  
Comprises the measures put in place to guarantee that the intended results for shareholders are well-defined and attained by an organization.

Incentive Management  
Refers to aligning of pay/remuneration practices towards to match the expertise of the employees in an organization.

Performance Review  
Refers to a systematic process of improving assessing the performance of employees/staff individually.

Police Service Delivery  
Discharge of police duties apportioned to them by law in a way that meets the expectations of the publics.

Police Responsiveness  
Prompt action in case of a crime incident report.

Senior Police Officers  
Police officers of the cadre of Inspectorate and above.

Stakeholder Engagement  
Involves the process of involving the relevant stakeholders of a given public entity to contribute in the public decisions.

Tangibility  
Aspects of service delivery capable of being appraised at an actual or approximate value.

Values  
Observance of law and Integrity in the performance of duty.
ABSTRACT

The Kenya Police Service has invariably been depicted to fall far short of the expectations of the public: Lethargy and absence of work integrity; nonexistence of undertaking; self-justifying attitude to disputes; visionless allegiance to external influences, and unresponsiveness style in service delivery have been the whole mark of police operations. Police officers are answerable to the public for giving an effectual and active service, one that is progressively functioning in fighting law-breaking and which realizes value for public money. A fundamental measure of the achievement of Police establishments and their service delivery is the degree of public contentment with the quality of services rendered. For that reason, this research work endeavored to establish the influence of governance practices on service delivery in the Kenya Police Service in Nairobi City County, Kenya. The project specifically sought to examine the effect of communication structures, incentive management, stakeholder engagement and performance review on service delivery in the Kenya Police Service in Nairobi City County, Kenya. The research work was underpinned by governance theories including the servqual theory model, resource based-view theory, Herzberg’s two-factor theory, dynamic capability theory and the stakeholder theory. The target population was made of 105 police officers of senior ranks in Nairobi City County, Kenya. The sample size of 83 was arrived at by random selection of senior police officers in each of the 11 Sub County Police Commands, above the Inspectorate rank. Primary data was gathered through self-administered questionnaires. Before administering the actual questionnaires, the researcher undertook an experimental test aimed at ascertaining the validity and reliability of the research instruments. Information was analyzed using descriptive statistics using Mean and Standard Deviation. Qualitative information gathered from the open-ended portion of the survey was examined using content analysis and the results presented in prose form. The findings indicate that there is a significant relationship between communication structures and service delivery of the Kenya Police Service and performance review has a significant positive relationship with service delivery while stakeholder management has a significant positive relationship with service delivery of the Kenya Police Service. The conclusions reinforced the hypothetical basis of the resource based view theory that competitive advantage comes from the internal resources that are possessed by a firm. The study therefore concluded that governance practices have a direct and relevant effect on the performance of the Kenya Police Service officers in Nairobi City County, Kenya. The recommendations are; the Kenya Police Service or any other government agency for that matter that works towards better service delivery to the public, needs to seriously consider their communication structures, incentive management practices, stakeholder engagement initiatives and employee performance review of their human resource. In practice, the study recommends that structured communication, which has been identified as a playing the greatest role in improving service delivery should be a priority area for organisations. Equally, it is important for top and middle management in the Kenya Police Service and similar entities to have and demonstrate sufficient knowledge of establishment’s stakeholders and how to engage them constructively for mutual benefits, and also ample consideration and support of subordinate member of staff’s welfare. The top and middle management must further develop adequate strategies for merit-based promotions, transparency in transfers and deployment and attention to officers’ mental wellness.
CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Effective service delivery refers to managerial as well as organizational aspect of making better the organizations, government being one of them, pledge in providing programs and services promised to the population. The White Paper on Reforming Public Service Delivery additionally emphasizes that attaining the public’s desires on service delivery is a reasonable practice by which management sectors are judged, together with the value of these services that meet the basic wants of all members of the public (SA, 1997) citation in (J. Naidoo, 2004). In the context of policing ideals, services are considered to be effectively delivered when police officers are undertaking right things that are consistent with public desires (A. M Shah, 2005).

Service delivery can be measured using several parameters, more so the service quality measurements. All five service quality measurements: Tangibility, reliability, responsiveness, assurance and empathy are useful in measuring service delivery in policing. In order to achieve this, structures for effective delivery of services at all levels up to community level and special units have been established (Ombwor, 2009). There is enough evidence that, for effective evaluation of the actions of police, including in what manner and where funds should be committed, independent performance review is an imperative (A. Maslov, 2018).

Over the years, several attempts have been made towards measurement of police service delivery in a comprehensible manner (Maguire & Uchida, 2004). The intention of evaluating the level of service output of police is to enable the making of informed conclusions as to how well the organization is executing the responsibilities it is apportioned. Practically, studies were conducted on a local municipality police authority, and emphasized mainly on the responses, accomplishments, and productivities of police effort (Maguire, 2003).

Governance practices mainly refer to the various levels of procedures and structures that define the relationship that exists between the owner of a corporation and the manager (D. Baker, 2010). According to M. Sandada (2015), top management is tasked with a responsibility of checking the execution, and that the work of the top administration should

1
guarantee that management actions are to the greatest advantage of the considerable number of investors. According to Hanoku B. (2008), the connection between different boards’ attributes, for example, the size of the board, its creation, its ability etc. has been a great interest to certain scholars and specialists for a long time. Proof directs much toward the reasoning that the failure of financial institutions to live up to investors’ desires is because of poor administration and the lack of smooth functioning within the organization. This is invariably characterized by lack of inward controls and failure by the leadership to institute a culture of accountability among its workforce.

Governance practices have for long been associated with private sector and it has over time developed to be a common point of discussion and research topic in the corporate world; mostly non-governmental organisations. There is however growing recognition to equally focus on suitable governance practices in public sector since both public and private organisations are increasingly getting concerned about their service delivery. Failures in the procedures involved with governance raises many concerns in the community and the corporate sector since it can weaken development efforts by misappropriating the needed money and resources and developmental fallbacks can reinforce fragile governance in the private sector and destabilize job and wealth creation (CIPE, 2009).

The fall of many international corporations in the last century has resulted in sturdier call for accountability, openness and responsibility in the international stage. It has positioned professional business control at the epicenter of strategic management deliberations (Van der Walt 2006). According to the narrative by G. Kamau & V. Machuki (2018) and K.P Narwal & S.Jindal (2015), governance practices well manifests itself in the aspects of board objectivity, abilities, size, boards’ capability and board multiplicity. The competency of company management is of utmost significance within company control, in which the objective is to recognize the level of proficiency and acquaintance, and with the profits of the executive, and investors in mind (Narwal & Jindal, 2015). In order that the board can execute its functions efficiently, studies are in agreement on the importance of an experienced board that gives meaning to the firm’s stability in the long term (R. Leblanc & J. Gillies, 2005). Worth noting also is the fact that organizations which possess robust management practices demonstrated by their respective staffing competencies would in most cases exhibit competitive advantage.
Although the above modules have been regarded as vital in deciding company’s level of implementation of business control towards effective and better-quality services, very little observed support has been documented. Moreover, inconsistent outcomes have been detailed on how separately, these measurements add to firm’s service delivery (D. Letting, K. Nicholas, V. Machuka & E. Aosa, 2018).

1.1.1 Service Delivery

Service delivery focuses on mapping out of expected output and comparing it to the actual output that is produced by the service provider. That is the comparison of expectations with raising the quality of services delivered (Feyise P. & Kirstin L, 2010). Thus a service can be defined as the intangible utilities that are provided to the public by a public organization. G.E Hills (2008) indicated that a police agency without enough money or equipment to operate on is incapable of effectively policing a country with an overwhelming population density.

With police role getting more sophisticated with time, there is growing need to move towards home-grown solutions. The landscape of law enforcement work and policing configuration has necessitated the importance of superior service to the public. This requires providers of policing services (police officers) to possess high quality skills and expertise in matters of customer service. In all modern democracies, the role played by the police service is quite fundamental since it involves executing governmental legislation and ensuring the public adhere to them. This is addition to the police departments’ traditional mandate of maintaining public order and safety, enforcing the laws, and detection of crime, crime prevention, and investigation of all criminal activities (S. Sonderling, 2013).

If the role of the police is executed effectively, the community enjoys immense benefits and authorities achieve higher ratings in terms of its obligation to protect its people and their property. On the other hand, whenever the police carry out their responsibilities below par, the damage to police legitimacy and democratic values can be irredeemable, (H. Diarmaid 2015). Service quality standards of the security agencies regularly draws international attention and is often used to measure democratic space and freedom of expression in modern society.

Establishing communication structures, incentives management system, stakeholder engagement practices and performance review mechanisms are essential for improved service
delivery and in determining the level of police output: Crime reduction and improved police-public relations.

In the current research project, the investigator sought to ascertain the existence of formal communication structures within the Service and if at all adequate arrangements are put in place to make sure there is suitable feedback to the clients. On incentive management, the study looked at the level of police officers’ satisfaction with the salaries, allowances, housing arrangement and promotion procedures. On stakeholder engagement; the study looked at public and junior police officers’ involvement in the process of strategy and policy formulation and implementation. It also examined the role of junior police officers in decision making process of the organization. On performance review, the study endeavored to determine the frequency of personnel assessment exercises, orientation of trainees to equip them with the basic policing skills, and auditing of police operations and staffing requirements within the services for transparency and accountability purposes.

In this study, quality service delivery was measured using the SERVEQUAL Model and parameters of quality service including police responsiveness, reliability gauged by their ability to empathize, measured by the quality of relationship with stakeholders, the public. On tangibles, the study examined police working environment and staff appearance while on duty.

1.1.2 Governance Practices

Governance practices describe the processes, practices and structures through which an organisation achieves its desired objectives and undertakings and work to meet its monetary, functioning and strategic objectives while achieving abiding sustainability. Governance by definition therefore denotes the practice by which establishments are directed, organized and held answerable. Thus, governance in this context defines the administration and growth tactics that maintain civil standards, public involvement, and mental state of fitting and philosophies of accountability, honesty and impartiality inside limited establishments (A. Faull, 2016).

Instituting and executing respectable control measures in an organization is the single most valuable action an establishment’s leadership can accomplish to produce a higher performing team that can realize its vision and mission. It is essential to point out that an effective system
of governance aids to enable quicker and better decision making, accountability and responsibility within and outside the organisation. Good governance guarantees that the varying interests of participants are balanced, resolutions are made in a rational, informed and transparent manner and decisions contribute to the total efficiency and effectiveness of the organization. Police forces leadership have capacity to enhance good governance, as long as there are operational procedures and instruments that permit them to accomplish this duty (S. Joe & V. Weaver, 2017).

In order to improve service delivery, police management must take into account establishing functioning communication structures, proper reward systems, stakeholder engagement strategies and define performance appraisal strategies for every police entity. Philip Ransley (2009) observed that one instrument for holding police responsible must take account of sustaining an open and easy to get procedure for civilian grievances around police performance and behaviour.

According to Deane J. (2015), communication structures comprise free, plural, and the legitimate and controlled structure that enables free information flow from government to citizens and equally from citizens to government. The defined framework constitutes the structure through which citizens and government can connect and participate in discussion. They are critical constituents of the so-called democratic public sphere and play an essential role in forming public opinion (Comm. GAP, 2007). The fundamental to superior practice of community rule is hinged in the efficient combination governance practices within an all-inclusive structure, which requires an efficient communication structures all through the whole business and reinforced through shared philosophy of responsibility, honesty, pledge as well as uprightness (Barrett, 2002).

An incentive is an award that is given to workers for undertaking an extraordinary effort at place of work. Payments can be financial- cash or gift certificates- or non-monetary. Non-financial payments comprise of commemorations, get-togethers or even a show of approval to say 'good job'. The hint is demonstration of gratitude to the worker to inspire them to carry on attaining better service quality. To manage employees efficiently, there is need to monitor and guide them in the direction of success. Rewarding good performance and providing motivations to workers is a fragment of that course. Executives who select to overlook the anxieties and wishes of the workers risk problems with diminished optimism. A motivation
therefore is a means to encourage employees to do an improved job in the future. The idea is to inspire improved output from employees whose performance is below the required standards to meet business objects (OECD 2011).

The stakeholder concept requires an organization to redefine its key participants operating in its immediate environment. Overall, the model is about what the ideal organization and ought to be intellectualized in the minds of its publics. According to R. Edward Freeman (2015), a stakeholder is anybody who is able to affect or else is affected by a business, policy or development. Stakeholders are both in-house and peripheral and may be at high-ranking or subordinate police officers. J. Friedman (2006) stated that the organization ought to be understood as assemblage of stakeholders and the drive of the business ought to be to take care of their welfares, desires and views. Good governance practices guarantee that the varying interests of stakeholders are balanced; resolutions are made in a sensible, informed and clear manner and choices made lead to the total efficiency and effectiveness of the business.

Performance review is defined as a continuing practice to create and sustain an extraordinary service philosophy, devoted to taking into account employees aims and objectives on board during the inclusive planning of the organizational desired output. Quality service management is identified by wider participation by all stakeholders on goal setting, instituting values of gauging success on instant gains and continuing teamwork and response. (M. Armstrong, 2014)

Smith C.E & DeNisi A. (2014) observed that service delivery is fundamental to policing. It is about continuously endeavoring to increase excellence of service, lessen law-breaking and anti-social behavior, and bring lawbreakers to justice – simply put, bring safer and resilient societies, and achieve this in a way that affords the exact top value for funding to the community. The mutual feature across all effective organizations is a well-thought-out method to effective handling of output. This should reflect similarly to the law enforcement agencies. In law enforcement, an effective result is not merely about pursuing statistics or marks. It is more of applying a well-thought-out and envisioned method to refining the approach to getting things done: Scheduling in a discerning manner, executing vigorously, and continuously appraising improvement against set goals to learn prospectively, and to get the job done.
1.1.3 The Kenya Police Service

Policing in Kenya is accomplished by the National Police Service. Article 243 of the Constitution establishes the National Police Service which consists of—the Kenya Police Service; and the Administration Police Service. Section 24 of the National Police Service Act,2011 summarizes the functions of the Kenya Police Service shall as follows: Provision of assistance to the public when in need; Maintenance of law and order; Preservation of peace; Protection of life and property; Investigation of crimes; Collection of criminal intelligence; Prevention and detection of crime; Apprehension of offenders; Enforcement of all laws and regulations with which it is charged; and performance of any other duties that may be prescribed by the Inspector-General under this Act or any other written law from time to time.

According to H. Goldstein (1977) service delivery in the police sector is operationalized in terms of: Prevention and control of risk factors threatening to life and property (serious crime); Aiding individuals who are in danger of physical harm, such as the victims of criminal attacks; Protection of constitutional guarantees such as the right of free speech and assembly; Facilitation of the movement of people and vehicles; Assistance to those who cannot care for themselves: the intoxicated, the addicted, the mentally ill, the physically disabled, the old and the young; Resolving conflict, whether between individuals, groups of individuals, or individuals and their government; Identifying in time problems that have the potential to become more serious for the individual citizen, the police or the government and ; To create and maintain a feeling of security in the community.
1.2 Statement of the Problem

Huge investment has been directed towards police reforms agenda by the government and other partners. However, the Kenya Police Service has invariably been depicted to fall far short of the expectations of the public: Lethargy and absence of work integrity; Nonexistence of undertaking; Self-justifying attitude to disputes; Visionless allegiance to influences external the Service, and Unresponsiveness style in service delivery have been the whole mark of police operations as revealed in the Kenya Police Strategic Plan, 2018-2022.

The NPS Strategic Plan (2014-2018) recognizes security as a strategic incentive for drawing foreign direct investment. This is because adequate security provides a supporting environment for people and industries to flourish. Government of Kenya distinguishes the significance of security in supporting trade and industry growth thereby generating employment opportunities for the jobless population. However, Kenya Police Service has fallen short of effective implementation of the good governance practices among the officers, with heightened cases of police corruption hitting the headlines every day. This represents a near complete failure of control in the main institutions tasked with guaranteeing that police officers conduct themselves decently and within the confines of the law (K.R Hope, 2018; S. Kimeu, 2014).

The NPS strategic plan (2018-2022) states it is the main tool for establishing development effectiveness, alignment to development priorities, the national agenda and budget as well as the basis for identifying deliverables under the performance contracting mechanism, individual performance appraisal and human resource planning. There is therefore a robust clue that the National Police Service is committed to entrenching good governance practices in its operations (NPS 2019).

Kenya continues to lag behind in addressing the issue of poor service delivery fully despite the several attempts by the government and other stakeholders to institute suitable governance practices in police management. The East African Bribery Index Report, in 2018, indicates that the usual amount of the police kickback figure was equal to US$55, at the same time was the biggest portion of the national kickbacks paid at 43.5%. The act of paying bribes is a direct limitation to the financial cost which overstretches the public taxpayer (K.R Hope, 2018).

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The Transparency International report likewise confirmed Police as the most unethical, with an opinions index score of 4.8, and Kenya’s National assembly following immediately with an index score of 4.0. These, among other cases have considerably lowered the community confidence in the police, and especially the Kenya Police Service and this greatly impedes service delivery in the department. (Transparency International Kenya, 2016).

In addition, there seems to be inconclusive empirical record in support addressing the problem of lack of governance practices in the police service. For instance, Hope (2018) did a study to address corruption in the police department and the security challenge resulting from police misconduct in Kenya. However the study’s scope did not focus exactly on the problem in Nairobi. In addition, the study did not address the governance aspects that relate to functional output of the Kenya Police Service, thus presenting a contextual gap. C.N Kamau (2017) as well looked at the effect of security control on the quality of law enforcement in Kenya however the study did not address all the aspects of service delivery such as police responsiveness and ethical consideration.

1.3 Objectives of the Study

1.3.1 General Objectives

The study aims at establishing the effects of governance practices on service delivery of the KPS in Nairobi City County, Kenya.

1.3.2 Specific Objectives

i. To determine the effect of communication structures on service delivery of the KPS in Nairobi City County, Kenya.

ii. To establish the effect of incentive management on service delivery of the KPS in Nairobi City County, Kenya.

iii. To find out the effect of stakeholder engagement on service delivery of the KPS in Nairobi City County, Kenya.

iv. To establish the effect of performance review on service delivery of the KPS in Nairobi City County, Kenya.
1.4 Research Questions

i. What is the effect of communication structures on service delivery of the KPS in Nairobi City County, Kenya?

ii. What is the effect of between incentive management on service delivery of the KPS in Nairobi City County, Kenya?

iii. What is the effect of stakeholder engagement on service delivery of the KPS in Nairobi City County, Kenya?

iv. What is the effect of performance review on service delivery of the KPS in Nairobi City County, Kenya?

1.5 Significance of the Study

The role played by police in modern civilizations across the globe cannot be gainsaid. Policing index has gained prominence in assessing democratic political governance and economic performance of nation states. This study would be applicable to several stakeholders including: Academicians, researchers, policy makers and police services, both locally and internationally.

Contemporary law enforcement is not so much a static entity as it is a progressing set of purposes and principles. For this reason, consideration of vision and mission statements, to governance practices, and adherence to ethics is vital. The study would contribute to the appreciation of the connection between the governance practices and police service delivery and provide recommendations to policy makers regarding the enhancement of good governance strategies towards better and improved service delivery in the police branch.

To the NPS the study aimed to provide in-depth insights about effective mechanisms and strategies to be used by the Kenya police service. These strategies which were part of the study’s recommendation would thus be informative in the area as to demystify the uncertainty about the fight against corruption which seems to be the main problem in the sector.

To Academicians, the study provides more areas of research on governance practices relating to service delivery in the Kenya Police Service for theoretical study. Authors and scholars
have an opportunity to further their studies in applicable governance practices, especially in the public sector for empirical analysis. In particular, scholars would be able to borrow theoretical and empirical ideas from the study, which would enable them to build on their literature review.

1.6 Scope of the Study

The study endeavored to appraise governance practices and service delivery, specifically among senior ranking police officers serving in selected commands. The Kenya Census Report, 2019, indicated Nairobi as having a population of about 4.7 million people of all cadres and from all walks of life, and therefore is fairly demonstrative of the Republic of Kenya. The research work was hinged on the four mentioned theories and was conducted in Nairobi City County, Kenya in 2021.

1.7 Limitations of the Study

A research of this nature will naturally have certain inherent limitations, and any interpretation should therefore consider such limitations. The Study was conducted in the Kenya Police Service, and apparently there was very limited amount of relevant material on governance practices in the KPS. Additionally, most police information on police is considered ‘classified’ making it difficult to access, much less to publish. The key respondents, Police officers are by nature very secretive. To researcher mitigated these challenges by getting all the necessary authorizations from the University, relevant government ministries and the KPS Headquarters to eliminate all kinds of suspicions from the respondents. For the problem of limited local secondary information on the subject, the researcher compared related research in diverse sections both local and international in order to conclude the analysis outcomes.

1.8 Organization of the Study

Chapter one covers introduction and background to the key concepts, including governance practices and service delivery, problem statement, objectives, research questions, and impact of the research work, limitations and delimitation.

Chapter two presents review of relevant literature, addressing various theories associated with the study variables, empirical review on various governance dimensions and the conceptual
framework detailing the effect of communication structures, incentive management, stakeholder engagement and performance review on service delivery. Chapter three comprise of the study design, validity, reliability, piloting, data collection procedures, data examination and the ethical issues. Chapter four consists of the outcomes of data examination and the deliberations. Chapter five comprises conclusion and commendations.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter two analyses the hypothetical works appropriate to respond to the research queries of this study. At the initial stage, the theoretical literature review gives the hypothetical bases upon which the project is embedded. On the second section, the analysis of the relevant works related to the topic is given with a comprehensive empirical analysis of the literature. From the literature reviewed, the study was able to identify the existing knowledge gaps and thus sought to address them. This covers the literature review on governance practices including, communication structures, incentive management, stakeholder engagement and performance review. Finally, a conceptual defining the relationship between the independent variables and the dependent variable is presented in the form of a diagram

2.2 Theoretical Framework

The research work was underpinned by governance theories including the servqual theory model, resource based-view theory, Herzberg’s two-factor theory, dynamic capability theory and the stakeholder theory. These theories are commonly used to measure the service quality in organizations, both public and private.

2.2.1 The SERVQUAL Model Theory

A. Parasuraman, P. Asubonteng, K.J McCleary & J.E Swan (1985) are credited with the SERVQUAL model. The model denotes service quality as the incongruity between a client's prospects and the actual service received. Service quality in the SERVQUAL model consists of ten dimensions: credibility, responsiveness, competence, courtesy, security, communication, reliability, access, knowing the customer and tangibles. These measurements are used in service quality gap, which denotes that there is a dissimilarity between the prospects of customers and perception (Parasuraman, 1996).

This theory is appropriate to this research work for the reason that it infers on the aspects that define service delivery. By doing so, their focus should be on the way to improving responsiveness and tangibles including physical facilities, equipment, and staff appearance.
Given the serious demand on the Police to better the quality of package delivered to the public, this theory is fundamental in advising the management to consider improvement on their responsiveness and reliability which translates to better service delivery in the KPS.

2.2.2 The Resource Based-View Theory

Penrose E. (1959) is credited with the RBV together with (Peteraf, 1993; Wernerfert, 1984) who proposed that the manner in which managerial resources are utilized within a business bears capacity to fashion a competitive advantage for the firm: Resource diversity relates to the condition a company possesses such as a means or know-how also in possession of several other rival companies, so therefore that means cannot afford a competitive advantage. Resource immobility on the other hand represents a means that is hard to acquire by rivals for the reason that it is expensive to develop, obtain or use. (J. Barney, 1991)

The RBV of the business proposes that an establishment’s human resource administration practices can add considerably to supporting competitive advantage by generating particular skill set, expertise and philosophy within the business which are not easy to duplicate (Afiouni, 2007; Mata , 1995). The theory suggests that by creating resource multiplicity, growing understanding and expertise, and resource immovability; a philosophy that everyone wants to engage in a viable economic activity that can be developed and continued.

For an organization to craft human capital reserve variety and immovability, it is imperative to have suitable human capital management practices, structural procedures, expertise monitoring practices and schemes, scholastic opening (equally official and casual) and shared communication ethos obtaining (Afiouni, 2007).

Sustainable competitive edge can, for that reason, be created and maintained by crafting reserve diversity together with accrued know-how and expertise, and resource immovability that is, a philosophy that the employees work with. A public organization consequently needs to possess adequate human capital, principal competences, structural skills, education proficiencies and collective aptitudes for the purposes of creating human assets, reserve diversity and inflexibility (Afiouni, 2007; Barney, 2006). Barney & Hesterly (2006) emphasized that economical lead may be generated if assets and managerial skills are classified and planned for in a proper manner.
Conversely, Sanchez (2008) in the examination of RBV identified some limitations. There is an Irregularity in the suppositions about Resource Factor Markets that the effect is an incapacitated VRIO structure to aid recognizable proof of assets that can be wellsprings of supported upper hand. Moreover, in a general sense, the basic suggestion of the RBV that assets that are deliberately significant, uncommon, incomparable, and authoritatively implanted are wellsprings of feasible upper hand is contended to result specifically in the 'justified true belief' unfeasibility Problem which blocks application of the logical strategy in RBV consider. R. Sanchez (2008) contends that up till these applied underperformances together with rationale issues are perceived and addressed, the RBV disregarding its present fame is bound to remain hypothetically impractical and unequipped for underwriting in any methodical path towards advancement of procedure hypothesis.

This theory supports the dependent variable of quality service delivery on contributions of assets, particularly the human capital owing to its capacity to instinctively use the abilities, expertise and skills to produce results. The concept thus enables the Kenya police service to evaluate the structures within their system. This includes the appreciation of valuable assets such as communication structures and personnel, which contribute a whole lot more towards improved services to the public in state owned entities. The creation, maintenance and linking of effective communication structures in the KPS in this study has been acknowledged as a valuable resource for improving efficiency of the police staff which reproduces excellent service delivery to the citizens.

2.2.3 Herzberg’s Two-Factor Theory

Fredrick Herzberg (1959) proposed the existence of work environment conditions which create a sense of self-actualization at the workplace, whereas others lead to discontentment. Frederick Herzberg whose interest was in comparing the relationship between workplace motivations and employee attitude noted that the quality of output of employees had a positive correlation with good working conditions (Herzberg, Mausner & Snyderman, 1959). The foremost idea behind the theory was to discover the reason why employees are either satisfied of unsatisfied at the job. The two-factor theory is based on the supposition that there are two sets of dynamics that influence enthusiasm in the workplace by either boosting employee contentment or deterring it (Hackman & Oldham, 1976). These include the presence of motivators or the absence of hygiene factors, also referred to as factors that cause
dissatisfaction. The lack of moral influence is reason enough for personnel to produce way below their full potential. Moral factors invariably are not factors existing in the real work itself but obtain within the work environment. Presences of motivators give employees reasons to exploit their potential fully. These factors obtain complexly in the real job, the situation (Riley, 2005).

According to the theory, motivating factors are: Accomplishment, acknowledgment, the work itself, accountability, progression as well as growth can be applied in order to boost the zeal and the motivation of the employees to work (Hackman & Oldham, 1976). With regard to hygiene, Gibson (2000) proposed the following; fair and clear company policies, Supervision, healthy, amiable, and appropriate relationships, safe and better work conditions, salary, status and security which could be applied to improve the satisfaction of the employees. Just like the hierarchy theory of needs (Maslow, 1943), this theory also lists the motivators in order of significance, including business strategy, command, worker's relations with their superior, job environment, remuneration, as well as relations with peers.

The moral factors, when missing can result in discontent in the industry, but then again once completely catered for in the business, alone, are not sufficient to content employees. The incentives symbolize to the kind of the work that provide contentment and results in greater zeal among workers. (Dartey-Baah & Amoako, 2011). Likewise Riley (2005) proposed that managers need to understand and choose the styles at the workplace that would be effective in ensuring that there is minimal friction between employees.

This theory is appropriate to this research work for the reason that it extrapolates on the aspects that stir up the motivation in employees in a given institution and will be useful in analyzing the independent variable of incentive management. The theory stresses the importance of coaches to understand the human nature of the employees and be able to address their concerns in order to improve their productivity. By doing so, their focus should be on the way to improve the hygiene and motivational factors. Given the effectiveness of recognition, through incentives and reward, this theory is pivotal in advising the management to consider the affairs and personal desires of the police staff especially the remuneration aspects (salaries, pensions, allowances etc.) as key motivators of the satisfaction which translates to better productivity in the KPS.
2.2.4 Dynamic Capability Theory

D.J Teece, G Pisano & A. Shuen (1997) defined strategic capability to refer to a corporation’s capacity to tie together all its expertise, know-hows and assets in order to achieve competitive advantage, and therefore live on and raise its worth in the long term. The chief hypothesis of this framework is that an organization's primary capabilities should be used to generate immediate competitive advantage that can be progressed into long-lasting competitive advantage. It analyzes and inspects how firms coordinate; reengineer their firm-explicit abilities into new skills which are appropriate in their setting (Shuen, 2010). The hypothesis accepts that companies with more prominent capacities would beat firms with littler unique abilities. It illuminates how firms must see, modify and abuse essential possibilities. It make evident how companies need to possess information management programs appropriate for identifying, modifying and exploiting simple open doors which emphasize the part of management in restructuring assets (Teece, 2007). Competences are an assembly of complex, cultured, veined, repetitive actions that a firm can exploit in order to increase performance compared to its competitors. Businesses need vibrant capabilities to bring together between practical approaches responses that secure strategic advantage (Jaworski & Kohli, 2013).

Dynamic capability has supported RBV by acknowledging the transformative ability of assets of a company with regard to the shifts of the surrounding. It also looks into the way a firm’s processes can evolve over time to match the market quality requirements. Hou (2008) confirms that dynamic capacities are the accrual of assets, a case in point innovation, skills and data centered properties.

Dynamic capabilities theory addresses the ability and capabilities of the police officers in this case and how they are able to use their expertise to perform the required tasks to an up to standard level of expectation. Dynamic capabilities view distinguishes executive management cluster's belief that establishments' progress undertakes a vital measure in fashioning dynamic capabilities (Peteraf M., 2009). Thus in this study, the theory has been seen as vital in theoretical positioning the knowledge, skills and expertise of the managers towards the delivery of quality service to the public.
2.2.5 The stakeholder Theory

Mitroff (1983) originally published the theory in his study Stakeholders of the Organizational Mind. It stipulates that businesses may possibly attain improved productivity by considering all stakeholders, instead of stockholders only: Stakeholders can therefore be defined as parties that are affected by and whose actions also affect the actions of the company either directly or indirectly. The stakeholder approach inside different modern divisions, particularly development and data administrations, is a universally perceived proficient train, which appreciates bolster from a developing network of scientists, researchers, and enquiring professionals.

Blattberg (2013) critiqued the theory for imagining that the wellbeing of the diverse associates possibly, best case situation, negotiated alongside other interests. He argues that this was a consequence of the emphasis on business deal as the leading means of discussion for handling disputes concerning partner interests. He recommends discussion somewhat and this leads him to safeguard what he calls an enthusiastic origination of the partnership as another alternative to that related with partner hypothesis

This theory is instrumental in evaluating the competency of the Kenya Police Service to engage all the relevant stakeholders including the public for better service delivery. The stakeholders are considered important in the process of planning and executing activities to the benefit of every one, thus the stakeholders need to be informed regularly.

2.3 Empirical Review

2.3.1 Communication Structures and Service Delivery.

Keraro N. & W. Muturi (2019) looked into how listening affected service delivery among the KPS officers working at the County Headquarters in Kisii County. A total of 58 workers working in the institution and 152 clients who sought services of the Kenya Police were interviewed. The findings revealed that there were positive effects of listening on service delivery at the KPS, Kisii County Command Offices. The research indicated listening as important in enhancing participation of employees in service delivery, allowed access to relevant information and facilitated effective information flow. Thus the study prescribed that
Kenya Police in the County of Kisii Headquarters needed to adopt effective communication practices through listening in order to enhance on service delivery in their institution.

Shonubi & Akintaro (2016) pursued an investigation to explore the effect of effective communication on firm’s productivity. The conclusions were able to authenticate the assumptions of the study by showing the existence of a significant relationship between communication methods and organizational efficiency in service delivery. In view of these findings, the study suggested that there would be opportunity for development and subsequently improved output if organizations embraced the aspect of clear ideas to be communicated and be considerate of the workers and the work environment. The study also recommended that the organization needed to ensure an in-depth investigation of the role of communication and as well the need for wider consultations before execution of policies.

Elsewhere, M.J Karimi (2013) pursued investigation into the effect of communication and how it motivated the employees, using a sample of 315 employees. The conclusions highlighted that communication had a direct and significant impact on workers at Postal Corporation of Kenya which simulated to improved service delivery by creating job contentment among employees. Nevertheless, the personnel specified that they were not happy with the channels employed in connecting by one third, decreasing the effectiveness of communication adversely affecting their motivation to arrive at their set objectives. The study recommended that Postal Corporation of Kenya needed to institute mechanisms for timely response, appropriate networks of communication and speedy communication for enhanced productivity.

All the above studies looked into how effective communication affected the performance of organizations and the general conclusion was that for improved effectiveness and efficiency, there is need to invest in structured communication. However, the findings of the studies may not be generalized since they were conducted in different geographical locations and in other government departments not necessarily engaged in policing duties, hence the gap.

2.3.2 Incentive Management and Service Delivery

Mwengu (2015) pursued to survey the effect of gifts on the efficiency of output of police officers: A case of Kondoa district, Tanzania. The study design involved qualitative and quantitative data techniques. The study targeted a population of 97 Police officers in Kondoa
District, out of which a sample of 33 interviewees was chosen using purposive and stratified random selection. The findings indicated that the career advancement, appreciation, remuneration increments, commendation, downgrading, salary reduction, extra drill, dismissal from work, scholarships were being offered by the police service as incentive for improving performance. However, the recompensing criteria were not clear and incentive scheme in the Police force didn’t operate by the book, thus creating discontentment, especially among the junior officers. The study thus, established that if properly managed, rewards had a big part to play in the output efficiency of Police officers. Therefore according to the paper, incentives should be offered to deserving cases in an open and transparent manner that wins the confidence and approval of all officers, thus inspiring better performance.

Demirkol & Nalla (2018) likewise sought to understand the methods of increasing Incentive and occupation fulfillment of police officers. The study was hinged on goal-setting theory. The study interviewed 1,970 police officers serving in different police divisions in Turkey. The findings generally suggested that clear goal setting, self-efficacy, and positive response increased police officers’ job enthusiasm and occupation contentment. The outcomes also suggested that occupation enthusiasm had both direct and indirect bearing on job satisfaction. The real-world inferences of the research demonstrated that high performance cycle (HPC) was an active and appropriate basis to advance police officers’ career incentive and contentment.

W.K Ogutu (2014) piloted a research to gauge the alleged effect of inducements on workers’ higher output at Ministry of Education whereby a sample of 126 employees was cross-examined. The research work discovered that the way workers were remunerated triggered contentment which influenced employee output, even though the interviewees were impartial on the ministry of education’s application of remunerations and benefits as quite prominent and valued by employees. The research work determined that inducements played a key role in improving output among workers in a business. Whereas clear objectives evidently boosted output, adding enticement enhanced work zeal and diligence. Motivations had a favorable influence on spurring performance. All workers at the different sectors needed to benefit from the similar kind of motivation scheme to evade perception of biasness in the ministry.
H. K Aluvisia (2016) conducted research to assess the elements affecting employee performance in the Kenyan public service. A descriptive research design was applied to get quantitative data that described the existing phenomena from a sample of 108 employees of the Kenya National Highways Authority. The study concluded that public sector top management needed to enhance their efforts towards convincing their staff that the compensation they were being given was reasonable. The study further recommended that it was time Public sector considered introduction of performance related pay system.

R.A Anyango (2011) looked at the sway of remuneration scheme on workers’ desirable productivity, in Kisumu Depot. The researcher applied quantitative and qualitative designs in the study. The study investigated how satisfied the employees were with their pay; to the extent to which benefits such as overtime, incentives, meal vouchers and on-call allowances contributed to their job satisfaction. The study established that employer’s failure to give bonuses to employees impacted negatively on their service delivery.

I. Mathauer & I. Imhoff (2006) emphasized dual focal clusters of non-monetary motivations. The foremost cluster was value acknowledgement-based non-monetary incentives, and next inducements associated to responsibility accomplished. These relate mainly to the peculiarity made concerning personnel output and responsibility as bases for ability enhancement. Value acknowledgement-based motivations are for gratifying notable output. For enticements to spur improved output, they have to be carefully connected to concepts of what is considered impartial, objective and reasonable. Impartiality for all workers is connected fundamentally to excellence– specifically, that is, identifying, rewarding and appreciating personnel output. Excellence in service delivery has mostly been understood and used as a financial motivation: By matching remunerations to personal work output, for instance by implementing performance-related pay (PRP).

G.A Akerlof & R.E Kranton (2010) asserted that corporations are bound to be more effective in accomplishing their objectives and commitments with proper understanding of the identity economics. He reasoned that incentive management had the power to magnetize, sustain and inspire people towards greater productivity. According to Lemieux, MacLeod, & Parent (2009), the existing evidence indicated that each time there existed decent production measures, output-based reward system had capacity to boost worker efficiency and improved service delivery.
The theoretical base for remuneration as an actual incentive and stimulus for service delivery has enjoyed much attention over the ages (Thomas L. & Adrian F). Universally, monetary reward has been presented to appeal to, influence, and keep workers other than to function as a booster for improved service delivery (Stajkovic & Luthans, 2003), and as soon as withdrawn, monetary benefits may be used as a punisher (Milkovich & Newman, 1999). Hypothetically, monetary benefits serve as an inducement mainly for the reason that it can be substituted for other necessary products for example commodities, amenities, or honors. There exist several forms of monetary inducements available including holidays, aptitude credentials, single payment gratuities and allowances.

The studies above point to the generalization that incentive management leads to improvement in firm service delivery. However, the meaning of incentive varies greatly within different organizations. In this study, the focus shall be on remuneration, allowances and housing.

### 2.3.3 Stakeholder Engagement and Service Delivery

A. Duţu & M. Diaconu (2017) sought to understand the effectiveness of stakeholder engagement in an open public administration. The research work was premised on the idea that public involvement is the promoter of the administration winning the trust and loyalty of the public. The study used an integrative research methodology. The outcome showed existence of an imperative correlation between trust and active information sharing, deliberate awareness creation, opportunities sharing, and contentment with the public. However, the maximum level of contentment could lead to slower implementation, to cater for the wider interest of increased stakeholders. Essentially, the observed conclusions reinforced the statement that contentment can be mutually an incentive and a disincentive of involvement. Thus, there is a portion of any public with a greater prospective of involvement (open citizens).

S. Kugonza & R. Mukobi (2015) investigated community involvement in service provision in Buikwe. The research concluded that the major reasons that underlie the problems included incomplete and costly set-up to handle information, inadequate expertise on the use information as well as inadequate analytical and interpretation skills. Following these verdicts, the study recommended that information broadcasting should be deliberate and
accomplished in a directed and structured manner, if civilians’ consciousness of their civil rights, roles and duties in the realization of better service delivery.

In Murang’a County, T.M Wangari (2014) investigated the elements influencing citizens’ satisfaction with service delivery. The survey used a descriptive survey research design by selecting opinion leaders in the eight sub-counties within Murang’a County. The study findings indicated that county leaders’ accountability had great influence on services delivered, as they were not accessible to citizens as expected. The study also found that financial rate of flow and timely transfers greatly influenced County service delivery. Citizen participation in meetings and their gender representation were great influencers of County service delivery.

The study recommended an increase in public meetings to enhance accountability, gender balance in citizen participation in County decisions and civic education. Both levels of Governments should strive to enhance predictability of funding so that funds are adequate for service delivery as well as establish an intergovernmental technical committee and secretariat to reduce disputes. Structures and systems for service delivery should be developed by both tiers of government and state organs for satisfactory service delivery (Wangari, 2014).

V. Loveday (2018) conducted a study in Scotland and focused on democratic governance discrepancy in police governance and its lack of accountability to the public. The outcome of the study recognized the need for serious attention to ethical standards set and monitored by local police authorities for better-quality police service delivery. The study investigated the stimulus for adjustment and the opinions offered by incorporation of legislators and law enforcement experts, recommending the abolition of all eight local Scottish forces followed by establishing of a unitary police force under one command. The findings raised realistic queries on the general effectiveness of one countrywide force made accountable to a national institution, the Scottish Police Authority. In conclusion, it made a several commendations to once again institute a level of home-grown responsibility measures led by publics and local administrations in Scotland, which was unmistakably lacking.

Police services by their very nature attract all sorts of stakeholders, all age groups, social class, religion and all races; because police work touches every aspect of the social order, and almost every person will invariably seek police assistance for one reason or the other in the
course of their lives. In the above studies, stakeholders were not easily identifiable, and this is the gap that this research work pursued to fulfil.

2.3.4 Performance Review and Service Delivery

A. Tembur (2017) analyzed the factors that affected personnel output in NPS in Nairobi City County. It embraced descriptive research design analyzed information from 100 respondents by making use of structured interview on OCS, Sub-County Police Commanders, and County Police Commanders. The study documented that experience and expertise of police workers had a profound influence on delivery of requisite work aptitudes. The right job competencies led to better individual output, and that assurance of continued engagement in the service was the key to environmentally friendly work environment that definitely contributed to better service delivery. Further, the study revealed that job performance and reward helped in taking care of police officers’ collective well-being, and in the process enhancing total quality management by police stations.

The study suggested that political administration needed to regularly train officers on skills of safety and enquiry to enhance service delivery. The NPSC as per to the study was obliged to champion for better-quality welfare for the NPS officers to increase optimism and as a result personnel output, and also the necessity for improved operational environment, including equipment for NPS in as far as professional terms, and workers’ well-being is concerned (A. Tembur, 2017).

E.M Kathimba & A. Anyieni (2018) likewise looked into the effect of personnel diversity on desirable personnel output of NPS. However, their focus was in Nakuru County. The research work was based on similarity/attraction, social organization and agency theories. Descriptive research design was deployed on 438 police officers working in Nakuru County. The findings showed that tribal diversity of the National police service work force considerably influenced performance as was gender distribution, education diversity and age diversity of the NPS workers. The study thus determined that ethnic diversity within National police service staff, gender distribution, education diversity, and age diversity of the National police service employees were key pointers of service delivery.

The study recommended that the NPS and other establishments in Kenya needed to uphold multiplicity in their workplaces by ensuring that departmental heads implemented applicable
legislations and affirmative action. It further recommended that all establishments in Kenya including the NPS required ensuring that female sex was privileged in similar standings as their masculine colleagues. This would improve institutional service delivery (Kathimba et al 2018).

Maina (2017) pursued a study to explain the effect of capacity building on quality of service delivered by personnel in the Kenya Police Service. A census survey on 85 respondents was conducted among serving officers in Imenti South Sub County. The findings were that on the job coaching influenced quality of service output of police officers both positively and statistically. On-the-job capacity building and off-the-job capacity building also had a direct but inconsequential influence on their service delivery. In addition, it was discovered that crime incidences did not exclusively depend on police training as it was a consequence of a mixture of several social and economic factors. Thus it recommended that Kenya Police Service needed to generate strategies and standards that would guarantee that tactical capacity building was incorporated to the on-the-job and off-the-job capacity building needed by the personnel.

Mabila N.O (2014) conducted research on workers contentment in the Royal Eswatini Police Service. According to the study, members of staff undertook their duties more efficiently when given the needed assets. The findings similarly revealed that police officers worked for extended periods of time and police remuneration was hardly commensurate with the work done, they were not catered for justly and there were inadequate arrangements to benefit police officers who experienced job related fatigue. The above studies are in agreement that performance appraisal lead to improved service delivery by the institution. In this study, employee appraisal, professional advancement and auditing of service delivery have been identified for study.
2.4 Literature Review Summary and Research Gap

Table 2.1: Summary of Literature Review and Research Gaps

<table>
<thead>
<tr>
<th>Author</th>
<th>Area of study emphasis</th>
<th>Key findings of the study</th>
<th>Knowledge gaps recognized</th>
<th>Emphasis of the current study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keraro &amp; Muturi (2019)</td>
<td>Effects of listening on public institutions service delivery: a case study of KPS in Kisii County.</td>
<td>That listening enhanced participation of employees by allowing access to relevant information</td>
<td>Focused only on one aspect, communication.</td>
<td>This study assessed corporate governance in depth.</td>
</tr>
<tr>
<td>P.W Bertha (2018)</td>
<td>The influence of strategic management practices on service delivery of APS</td>
<td>That strategic management practices meaningfully enhanced performance at APS in Kisumu County</td>
<td>The research concentrated on strategic management generally.</td>
<td>This current research focused on governance practices.</td>
</tr>
<tr>
<td>B. Loveday (2018)</td>
<td>Challenging the democratic deficit in police governance and public accountability in Police Scotland</td>
<td>The study concluded that police service needed to adopt democratic ideals in service delivery in order to enhance performance.</td>
<td>The democratic ideals addressed by the study are not strictly corporate governance practices.</td>
<td>The study concentrated on corporate governance practices</td>
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<tr>
<td>Author(s) and Year</td>
<td>Title</td>
<td>Description</td>
<td>Research Focus</td>
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<tr>
<td>Kathima and Anyieni (2018)</td>
<td>The effect of personnel diversity on performance of National Police Service of Nakuru</td>
<td>Ethnic diversity within the National police service was found to influence performance.</td>
<td>The study only investigated human resource diversity and immobility</td>
<td></td>
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<tr>
<td>A. Tembur (2017)</td>
<td>Factors that affecting job performance in NPS in Nairobi City.</td>
<td>The outcome established that police officers’ competence and expertise levels had a substantial influence on accounting for right job proficiencies.</td>
<td>The study concentrated on competency of individual officer alone.</td>
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<tr>
<td>Duțu and Diaconu (2017)</td>
<td>The effectiveness of community participation for an open public administration.</td>
<td>The study indicated that there existed a significant improvement on public administration with community participation.</td>
<td>This research pursued to examine the stakeholder engagement in policing.</td>
<td></td>
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<tr>
<td>Shonubi and Akintaro</td>
<td>The impact of effective communication on</td>
<td>The findings determined that there was an association</td>
<td>The research work concentrated on communication</td>
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<td></td>
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<td>This study in addition to analyzing other</td>
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<td>(2016)</td>
<td>organizational performance.</td>
<td>between communication approach and efficient organizational performance</td>
<td>only as a as opposed to other equally important governance practices.</td>
<td>governance practices specifically looked at service delivery</td>
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<tr>
<td>Koech (2016)</td>
<td>The factors influencing service delivery within the Kenya Police Service.</td>
<td>It was concluded that the Kenya police department boasted a huge amount of assets, staff, mechanicals and financial budget.</td>
<td>The study dwelt entirely on tangible resources.</td>
<td>This study dwells more on the intangible resources including skills and organizational culture.</td>
</tr>
<tr>
<td>Kugonza &amp; Mukobi (2015)</td>
<td>Public involvement in services delivery projects in Buikwe District, Uganda.</td>
<td>Inadequate expertise on the use information was found to be major hindrances to public participation.</td>
<td>Stakeholder engagement involvement in management was not tackled adequately.</td>
<td>This study sought to investigate the stakeholder engagement in policing.</td>
</tr>
<tr>
<td>Gathuri (2014)</td>
<td>The effects of organizational systems on service delivery in civil organizations in Marsabit County.</td>
<td>The findings majorly indicated that authority configuration had an influence on service delivery.</td>
<td>The research work looked at county government employees whose mandates vary considerably with the Kenya Police Service.</td>
<td>This study assessed the corporate governance practices.</td>
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<tr>
<td>Author</td>
<td>Title</td>
<td>Findings</td>
<td>Methodology</td>
<td>Study Focus</td>
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<tr>
<td>Wangari (2014)</td>
<td>The factors that influencing citizens’ satisfaction with service delivery</td>
<td>The study found that leadership’s accountability had great influence on services delivery to citizens.</td>
<td>The study looked at accountability only</td>
<td>The study explored four governance practices.</td>
</tr>
<tr>
<td>M.J Karimi (2013)</td>
<td>The effect of communication and how it motivated the employees in the Kenyan public service</td>
<td>The study concluded that effective communication led to improved performance and job satisfaction.</td>
<td>The study looked at the public service, which lacks definite institutional culture.</td>
<td>The study looked specifically at one department, the Kenya Police Service.</td>
</tr>
<tr>
<td>W.P Kihiko (2013)</td>
<td>The implementation of police reforms and exactly how it affects service delivery in Police Division, Nyeri County</td>
<td>The outcome demonstrated the necessity to restate the organizational structure.</td>
<td>The study looked at police reforms, and this entails wider participation of several other stakeholders</td>
<td>This study looked at the resources within the service to help improve service delivery.</td>
</tr>
<tr>
<td>Susan (2012)</td>
<td>The influence of motivation on performance of the Police Force in Nairobi City, Kenya.</td>
<td>It was found that there was a major connection between service output and motivation of police officers</td>
<td>The study concentrated only on motivation, ignoring other governance practices</td>
<td>The study sought to investigate the governance practices and service delivery</td>
</tr>
</tbody>
</table>

**Source:** Researcher (2021)
2.5 Conceptual Framework

A. Gerber & A. Van der Merwe (2014) described it as a structure hypothetically developed to show the connection between the variables under study. The structure is projected to help researcher to create mindfulness and comprehension of the factors under study. The conceptual framework indicates the predictable association between governance practices (which include, Communication Structures, incentive management, stakeholder engagement, and performance review) and service delivery of the Kenya Police Service (Lekaram, 2014).

GOVERNANCE PRACTICES

Communication structures
- Vertical communication
- Horizontal communication
- Feedback mechanism

Incentive Management
- Salaries and remuneration
- Promotions
- Allowances
- Work environment

Stakeholder Engagement
- Community engagement
- Employee Participation
- Social-based organizations
- Partners/ Volunteers

Performance Review
- Performance appraisal
- Career advancement
- Auditing
- Benchmarking

SERVICE DELIVERY

- Police responsiveness
- Reliability: ability to maintain Law and order
- Empathy: relationship with stakeholders
- Tangibles: Police working environment and staff appearance

Independent Variables

Dependent Variables

Figure 2.1: Conceptual Framework

Source: Author (2021)
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter defines various methods applied in operationalizing the research project for purposes of validating or disapproving the hypotheses.

3.2 Research Design

Research design refers to the mechanism used in the collection, measurement and exploration of the information (Schwart & Yanow, 2013). However, according to Almalki (2016), there is never one particular design that exists in isolation. Therefore, merging diverse designs in one study facilitates triangulation and increases validity of the outcomes. The design examines data collected from respondents at one point in time to make conclusions about the concerned population (Hyland 2016). Such information are valuable for analyzing interrogations about relations more than causation and for evaluating frequency more than occurrence.

In this respect, this plan tends to inquire into what the attributes of the population are or circumstance being contemplated. In descriptive designs information is normally gathered through the use of survey questionnaires distributed directly to respondents (Patricia & Rangarjan, 2013). In this respect, this study will embrace descriptive research design. It is applied to portray qualities of a particular population being studied, and hence its suitability.

3.3 Target Population

The target population denotes the whole cluster of components on which interpretations are made and applies to every probable case which is of curiosity for a research (Sekaran & Bougie, 2010). The target population is important because it shapes the structure and basis of our study alignment.

The target population for this research comprised of the senior police officers from all the 11 Police Sub County Police Commands in Nairobi City County, Kenya. The choice of the location was due to its cosmopolitan nature and most importantly the near homogenous social and economic landscape. Nairobi City County, as the capital city of Kenya is an international
cultural centre and the results of this study would therefore find wider acceptance internationally. According the Kenya Police Service Inspection Report, 2019, there are a total of 11 Kenya Police Service Sub County Police Commands in Nairobi City County, Kenya. Thus, the research work directly involved 83 senior police officers (KPS, 2019).

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Sub County Police Commands</th>
<th>Target Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Embakasi</td>
<td>8</td>
</tr>
<tr>
<td>2. Kayole</td>
<td>8</td>
</tr>
<tr>
<td>3. Starehe</td>
<td>10</td>
</tr>
<tr>
<td>4. Kasarani</td>
<td>11</td>
</tr>
<tr>
<td>5. Makadara</td>
<td>9</td>
</tr>
<tr>
<td>6. Buruburu</td>
<td>10</td>
</tr>
<tr>
<td>7. Girigiri</td>
<td>8</td>
</tr>
<tr>
<td>8. Kilimani</td>
<td>9</td>
</tr>
<tr>
<td>9. Langata</td>
<td>9</td>
</tr>
<tr>
<td>10. Central</td>
<td>15</td>
</tr>
<tr>
<td>11. Dagoreti</td>
<td>8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>105</strong></td>
</tr>
</tbody>
</table>

Source: KPS (2021)

3.4 Sampling Design

Non-probability design was applied in choosing the 83 participants. This was done, bearing in mind who was most suited to make available data to realize the intentions of the research (Kumar, 2005).

From a total of 105 senior police officers, 83 were carefully chosen (Yamane 1967) with 95% confidence level by use of the formula:

\[ n = \frac{N}{1+N(e)^2} \]

Where n is the sample size, N is the population size, and e is the level of precision.
Thus \( n = \frac{105}{1+105 (0.05)^2} \)

\[ n = 105 \div 1.2625. \]

\[ n = 83. \]

Which is equal to 79% of the target population and therefore representatively sufficient; above 50% should permit the generality of the finding.

**Table 3.2: Sample Size**

<table>
<thead>
<tr>
<th>Sub County Police Commands</th>
<th>Target Population</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Embakasi</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>2. Kayole</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>3. Starehe</td>
<td>10</td>
<td>7</td>
</tr>
<tr>
<td>4. Kasarani</td>
<td>11</td>
<td>8</td>
</tr>
<tr>
<td>5. Makadara</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>6. Buruburu</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>7. GiriGiri</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>8. Kilimani</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>9. Langata</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>10. Central</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>11. Dagoreti</td>
<td>8</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>105</strong></td>
<td><strong>83</strong></td>
</tr>
</tbody>
</table>

*Source: KPS (2021)*

**3.5 Data Collection Instruments**

A total of 83 Semi-structured questionnaires were applied during data collection. Feedback forms are quite efficient, more so for reducing work load, time spent and money used. Similarly, it yields quantitative information which can be put together without difficulty and evaluated. The study used both unstructured and structured questionnaires. Information collection was augmented by the use of interviews, where the relevant respondents with key information were interviewed for the primary information (L.D Robert, 1994).

**3.6 Data Collection Procedures**

Before administering the actual instruments, experimental test was undertaken (Saunders, Lewis & Thornhill, 2007). The sample population taking part in the experimental study was not involved in the real research to prevaricate preconception. The questionnaires were filled
in by the interviewees independently. Upon completing of the pilot test the questionnaires were accustomed and amended accordingly to fix the errors that might occur during the actual study. The corrected instruments were thereafter issued to interviewees for their free response. Three research assistants were employed to help with research logistics.

3.7 Pilot Study

For the purpose of ascertaining exactly how valid and reliable the research instruments are, an experimental study was conducted. The pilot study is handy in spotting and amending any likely mistakes that are bound to be in the feedback form. Between 1-10% is regarded demonstrative for experimental study (Lee, 2014; Fraser, Fahlman, Arscott & Guillot, 2018). The small population which took part during the model study was excluded during actual study for the outcome of the results to be impartial and objective. The questionnaires were adjusted and polished meticulously in order to achieve reliable and valid results. The experimental research made use of 8 interviewees, corresponding to 10% of the sample size (Kistin & Silverstein, 2015).

3.7.1 Validity of the Instrument

It symbolizes to what extent the outcome of the study in reality informs and characterizes the entire population. Thus, it is the level to which outcomes achieved from the examination of the data in reality epitomizes the occurrence under research. Validity can be examined using three dimensions including: Content, construct, and criterion validity (Okwako, 2013; Schonhaut, 2013).

The face and construct validity was ensured through evaluation by the researcher, based on available literature. Additionally, the researcher relied on instruments developed by other researchers in related disciplines to come up with a balanced questionnaire. The study ensured content validity by testing the instrument and subjecting it to double checks. Professional opinion can be used to improve document validity through pinpointing errors and amending them to suit purposes and objects of the research (Best & Kahn, 2011).

3.7.2 Reliability of the Instrument

It denotes the extent of significance and accuracy of the questionnaires used. It denotes the degree to which an evaluating technique yields consistent outcomes when repeated a number
of times (Cronbach, 1951). The Cronbach’s Alpha Coefficient was applied in gauging instrument’s applicability with a cut off value of 0.61, taking into account the choice of the target population. It is used to evaluate exactly how reliable or standardized the enquiries are.

Table 3.3: Reliability Analysis Results

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Cronbach’s Alpha Values</th>
<th>No. of Items</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication Structures</td>
<td>.813</td>
<td>8</td>
<td>Good</td>
</tr>
<tr>
<td>Incentive Management</td>
<td>.664</td>
<td>7</td>
<td>Acceptable</td>
</tr>
<tr>
<td>Stakeholder Engagement</td>
<td>.667</td>
<td>7</td>
<td>Acceptable</td>
</tr>
<tr>
<td>Performance Review</td>
<td>.810</td>
<td>7</td>
<td>Good</td>
</tr>
<tr>
<td>Service Delivery</td>
<td>.821</td>
<td>10</td>
<td>Good</td>
</tr>
</tbody>
</table>

Source: Survey data (2021)

The results show that the instrument was reliable for purposes of collecting information that can be generalized as affecting the entire population. This was validated by the findings of Konting M, Ali W, Tamiu R, & Tajudin M (2009), who observed that Alpha values above 0.61 were acceptable for generalization on the target population.

3.8 Data Analysis and Presentation

Beanlands & Vishnevsky (2004) illustrated investigation of information as a module for reducing and organizing data systematically to generate findings that can be analyzed by the researcher. Descriptive statistics included mean, standard deviation, frequencies and percentages. This was facilitated by use of the Likert Scale for easier presentation and interpretation. Data has been presented in tables, charts and graphs. Thematic analysis was used in processing qualitative data and results have been presented in text form. The study also used multivariate regression analysis to establish the relationship between the dependent variable and independent variables. The quantitative information in this analysis was divided into easy-to-read comprehensions and inferential measurements utilizing SPSS version 20.0 and presented using the equation:

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \]
Where:

\[ Y = \text{service delivery} \]

\[ \beta_0, \beta_1, \beta_2, \beta_3, \text{ and } \beta_4 = \text{Beta coefficients} \]

\[ X_1 = \text{communication structures} \]

\[ X_2 = \text{incentive management} \]

\[ X_3 = \text{stakeholder engagement} \]

\[ X_4 = \text{performance review} \]

\[ \varepsilon = \text{error term} \]

### 3.9 Ethical Considerations

To guarantee that ethical standards were followed, the respondents were made to know the purpose of the research, thus informed consent was attained. Approval was obtained from Kenyatta University and the Kenya Police Service. Additionally, the researcher sought clearance and approval from all the relevant government agencies for professional and ethical accountability. Additionally, the researcher sought clearance and approval of the National commission for Science, Technology and Innovation (NACOSTI) which was essential for professional and ethical accountability.
CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The key objective focused on discovering the influence of governance practices on service delivery. The four specific objectives were to determine influence of formal communication structures, incentive management, stakeholder engagement and performance review on service delivery. The research findings and discussions have been presented for each independent variable and how they affect the dependent variable.

4.2 Response Rate

Table 4.1: Response rate

<table>
<thead>
<tr>
<th>Response Rate</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>83</td>
<td>100</td>
</tr>
<tr>
<td>Returned</td>
<td>81</td>
<td>97.6</td>
</tr>
<tr>
<td>Not Returned</td>
<td>2</td>
<td>2.4</td>
</tr>
</tbody>
</table>

*Source: Survey data (2021)*

Out of the sample of 83 questionnaires distributed to the respondents, 81 of them were filled and returned. This means that the response rate was 97.6%, whereas 2 of the respondents could not be reached due to work related engagements outside their duty stations. According to Mangione (1995), response rate of 97.6% is considered as magnificent, as per the classification of reaction rate: Over 85% magnificent, 70%-85% generally excellent, and 60%-70% satisfactory, and underneath half not adequate.

4.3 General Information

General information was collected from the respondent so as to act as a guide on the officers’ rank and deployment of the interviewee, gender, education level and the number of years the respondent had served.
4.3:1 Officers’ Rank

The researcher asked the respondents to specify the ranks held as at the time of the interview.

Table 4.2: Officers’ Rank

<table>
<thead>
<tr>
<th>Response Rate</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Respondents</td>
<td>81</td>
<td>100</td>
</tr>
<tr>
<td>ASP and above</td>
<td>29</td>
<td>35.8</td>
</tr>
<tr>
<td>Members of Inspectorate</td>
<td>52</td>
<td>64.2</td>
</tr>
</tbody>
</table>

Source: Survey data (2021)

The research targeted middle managers within the Kenya Police Service and out of the 81 respondents, 52 were members of Inspectorate, which means those serving at the Police station level, specifically as Officer Commanding Police Station (OCS). Officers serving at the Sub county level as commanders are of the rank of Assistant Superintendent of Police and above, who participated in the interview were 29 in number. This means that there are more members of the inspectorate serving in the middle level management of the police service and therefore any meaningful change in the service should be directed and communicated mainly through them.

4.3.2 Respondents’ Gender

Table 4.3: Officers’ Gender

<table>
<thead>
<tr>
<th>Sex</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Respondents</td>
<td>81</td>
<td>100</td>
</tr>
<tr>
<td>Male</td>
<td>61</td>
<td>75.3</td>
</tr>
<tr>
<td>Female</td>
<td>20</td>
<td>24.7</td>
</tr>
</tbody>
</table>

Source: Survey data (2021)
Out of the 81 respondents, the ratio of male to female was 75.3% and 24.7% respectively. Therefore, the male respondents were 61 while the female respondents were 20. The questionnaires were fairly spread amongst the male and female police officers, taking into account the existing gender imbalance in the Service. Police leadership is committed to achieving the one third gender rule in line with the constitution, and the statistics indicate that there is good progress in this direction.

4.3.3 Level of Education

The data is displayed on the figure 4.1 below.

![Figure 4.1: Level of Education](image)

Source: Survey data (2021)

Out of the 81, 23.5% were holders of Secondary School Certificates, 12.3% held College diplomas, 44.4 undergraduates, 17.3% held Master’s degree and 2.5% Doctorate degree holders. From the response, 64% of Police Officers in middle management in the KPS in Nairobi City County have attained University Education. This finding is testimony to the emphasis that the Kenya police has placed on academic qualification as a requisite for promotion to management positions.
4.3.4 Length of Service.

Table 4.4: Length of Service

<table>
<thead>
<tr>
<th>Length of Service</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Respondents</td>
<td>81</td>
<td>100</td>
</tr>
<tr>
<td>&lt;10</td>
<td>16</td>
<td>19.8</td>
</tr>
<tr>
<td>10-19</td>
<td>26</td>
<td>32.1</td>
</tr>
<tr>
<td>20-29</td>
<td>17</td>
<td>21</td>
</tr>
<tr>
<td>30-39</td>
<td>16</td>
<td>19.8</td>
</tr>
<tr>
<td>&gt;40</td>
<td>6</td>
<td>7.4</td>
</tr>
</tbody>
</table>

Source: Survey data (2021)

The respondents’ experience based on the number of years served was used to gauge the level of understanding of data concerning the organization. Most of the respondents were observed to have served in the Kenya Police Service for more than 10 years. The total for all respondents who had served the Kenya Police Service for less than 10 years are 16, which is 19.8%. This means 80.2% of the respondents had served for more than 10 years, with 7.4% having served the Kenya Police Service for more than 40 years. The category of officers aged above 40 years are those who joined the Service aged 18 years, and a majority of them have suffered, in the course of duty injuries resulting in various forms of disability, and are therefore entitled to retire at the age of 65 years. Largely, this shows that the respondents had the capacity to respond appropriately given their length of service.
4.4 Descriptive Statistics

4.4.1 Communication Structures and Service Delivery

Table 4.5: Responses on Communication Structures.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is effective communication between commanders and junior officers</td>
<td>3.09</td>
<td>1.142</td>
</tr>
<tr>
<td>The commanders engage in employee motivation in an enthusiastic manner</td>
<td>2.60</td>
<td>1.045</td>
</tr>
<tr>
<td>The police commanders offer participatory rather than dictatorship</td>
<td>2.99</td>
<td>1.124</td>
</tr>
<tr>
<td>overseite/leadership role</td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is effective flow of information from the top to the bottom</td>
<td>3.35</td>
<td>1.296</td>
</tr>
<tr>
<td>There is good inter-departmental relations between the police officers</td>
<td>3.15</td>
<td>1.050</td>
</tr>
<tr>
<td>There exists an operational feedback mechanisms</td>
<td>3.07</td>
<td>1.253</td>
</tr>
<tr>
<td>The junior officers' views are given significant attention and</td>
<td>2.41</td>
<td>1.058</td>
</tr>
<tr>
<td>incorporated in the decision-making process</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The leadership values teamwork and for better performance</td>
<td>3.46</td>
<td>1.255</td>
</tr>
</tbody>
</table>

Aggregate Scores: 3.02, 1.153

Source: Survey data (2021)

The study established that the respondents tended towards neutral that there exists effective communication between commanders and junior employees of the KPS. This means that sharing information that is useful for operational effectiveness is marginal in the KPS. The respondents disagree that the junior officers' views are given significant attention and incorporated in the decision-making process. The middle and top level police management must demonstrate willingness to improve communication strategies; this will enhance information flow and improve the quality of service delivered.

The conclusions confirm that of M. Arif, K. Jan & Z.A Marwat (2009) that when employees receive proper downward communication from top management, they shall be better inspired and will become more effective and dedicated. Pamela J.K (1991) observed that
communication was central to effective organisational administration and that the effective communication of quality was as important as the quality itself.

4.4.2 Incentive Management and Service Delivery

Table 4.6: Responses on Incentive Management

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The police officers' salaries are adequate and matches their skills and competences</td>
<td>1.56</td>
<td>.742</td>
</tr>
<tr>
<td>The staff are adequately compensated with regard to the allowances</td>
<td>2.04</td>
<td>.941</td>
</tr>
<tr>
<td>The staff salaries is timely disbursed</td>
<td>3.90</td>
<td>1.190</td>
</tr>
<tr>
<td>The management conducts promotions regularly</td>
<td>3.44</td>
<td>1.084</td>
</tr>
<tr>
<td>The promotions are done fairly</td>
<td>2.54</td>
<td>1.085</td>
</tr>
<tr>
<td>The Kenya Police Service ensures that it advances the careers of the officers</td>
<td>2.42</td>
<td>1.059</td>
</tr>
<tr>
<td>The police officers are given adequate housing allowances</td>
<td>1.81</td>
<td>1.097</td>
</tr>
<tr>
<td><strong>Aggregate Scores</strong></td>
<td><strong>2.53</strong></td>
<td><strong>1,028</strong></td>
</tr>
</tbody>
</table>

Source: Survey data (2021)

The respondents disagree that police officers' salaries are adequate and matches their skills and competences that is staff are not adequately compensated with regard to the allowances. The respondents agree that a staff salary is timely disbursed every month, but disagree that police officers are given adequate housing. Lack of incentives affects the service delivery of Kenya Police Service leading to poor services to the public. Adequate incentives on the other hand boost the officers’ morale leading to better service to the public.

The findings are supportive of an earlier study by A. Sarah & S. Jeffrey (2002) who observed that for firms to sustain their operations and profitability, consideration must be given to the way employees are compensated. They proposed that an incentive package would provide the organisation and its management with a good platform to reward an employees’ outstanding service delivery, thereby getting the best out of the human resources (B. Zimmerman, 2000).
4.4.3 Stakeholder Engagement and Service Delivery

Table 4.7: Responses on Stakeholder Engagement

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Kenya Police Service seeks opinions from the general public before implementing strategies</td>
<td>2.09</td>
<td>1.015</td>
</tr>
<tr>
<td>The Kenya Police Service seeks the ideas and opinions of its junior officers before implementing strategies</td>
<td>2.19</td>
<td>1.038</td>
</tr>
<tr>
<td>The opinions of the public is respected by the Kenya Police Service</td>
<td>2.94</td>
<td>1.004</td>
</tr>
<tr>
<td>The junior officers have input in managerial decision-making</td>
<td>2.33</td>
<td>1.025</td>
</tr>
<tr>
<td>The Kenya Police Service seeks the assistance of other social-based institutions in maintaining law and order</td>
<td>3.41</td>
<td>1.034</td>
</tr>
</tbody>
</table>

**Aggregate Scores**  
2.60 1.023

**Source: Survey data (2021)**

The respondents disagree that the Kenya Police Service seeks opinions from the general public before implementing strategies, and also that the Kenya Police Service seeks the ideas and opinions of its junior officers before implementing new strategies. They also disagree that the opinions of the public is respected by the Kenya Police Service. The respondents however agree that the Kenya Police Service seeks the assistance of other social-based institutions in maintaining law and order. Effective stakeholder engagement is essential for sustainable policy implementation. Further, involvement of all stakeholders will make policy implementation easier and more effective.

The findings support the argument by Harigopal (2001), who rightfully observed that the continued existence and ultimate accomplishments of an business is defined by its capacity to monitor its external environment, also referred to as stakeholders, and align itself with changes that occur or tend to occur. This capacity to strategize for, implement and accomplish change, after carefully analysing the organization’s environment, is the factor that sets apart successful organizations from unsuccessful ones.
4.4.4 Performance Review and Service Delivery

Table 4.8: Responses on Performance Review

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Kenya Police Service conducts regular performance evaluation of the officers to ensure quality output</td>
<td>2.86</td>
<td>1.148</td>
</tr>
<tr>
<td>The Kenya Police Service conducts regular training and induction to equip our staff with necessary policing skills</td>
<td>3.23</td>
<td>1.110</td>
</tr>
<tr>
<td>The Kenya Police Service provides opportunities of career progression to the staff</td>
<td>2.81</td>
<td>1.108</td>
</tr>
<tr>
<td>The performance evaluation process is done transparently</td>
<td>2.62</td>
<td>1.019</td>
</tr>
<tr>
<td>The Kenya Police Service conducts regular auditing of the financial records to ensure accountability</td>
<td>3.20</td>
<td>1.005</td>
</tr>
<tr>
<td>The audit process is done in a transparent manner to avoid irregularities in the financial records</td>
<td>2.89</td>
<td>1.025</td>
</tr>
<tr>
<td>The Kenya Police Service ensures adequate staffing in all stations in order to avoid work overload to officers</td>
<td>2.67</td>
<td>1.140</td>
</tr>
</tbody>
</table>

Aggregate Scores 2.90 1.079

Source: Survey data (2021)

The respondents disagree that Kenya Police Service conducts regular performance evaluation of the officers to ensure quality. However, they agree that the Kenya Police Service conducts regular training and induction to equip staff with necessary policing skills. The respondents disagree that the audit process is done in a transparent manner to avoid irregularities in the financial records. Effective performance review strategy is useful in identifying training and staffing needs essential for optimal service delivery. Performance review is highly recommended in order to enhance accountability for resource application against expected outcomes.

The findings confirm the assertion of Stuart H. (2018) that performance appraisals serve the purpose to show the employees that they have support of the management, and also offer capacity building opportunity to deserving persons, and to give reward and to recognize
exemplary performance. When conducted regularly, performance reviews allow establishments to detect performance challenges with the view to correcting for improved service delivery.

4.4.5 Service Delivery

Table 4.9: Responses on Service Delivery.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The police responds to matters security promptly</td>
<td>3.58</td>
<td>.998</td>
</tr>
<tr>
<td>The police officers are proactive at the scene of crime</td>
<td>3.21</td>
<td>.932</td>
</tr>
<tr>
<td>The police have been able to maintain law and order in Nairobi City County</td>
<td>3.72</td>
<td>.884</td>
</tr>
<tr>
<td>The police exercise highest standard of professionalism in handling criminal cases</td>
<td>3.12</td>
<td>.980</td>
</tr>
<tr>
<td>The police are accountable for their actions relating to law and order</td>
<td>3.62</td>
<td>1.044</td>
</tr>
<tr>
<td>The cases of police corruption are minimal</td>
<td>2.52</td>
<td>.923</td>
</tr>
<tr>
<td>The police officers practice transparency and accountability</td>
<td>2.72</td>
<td>.869</td>
</tr>
<tr>
<td>The Kenya Police Service ensures integrity and to respect human rights</td>
<td>3.31</td>
<td>.944</td>
</tr>
<tr>
<td>The Kenya Police Service fosters and promotes relationships with the broader society</td>
<td>3.72</td>
<td>.855</td>
</tr>
<tr>
<td>Aggregate Scores</td>
<td>3.28</td>
<td>.937</td>
</tr>
</tbody>
</table>

Source: Survey data (2021)

The respondents agree that the Kenya Police Service responds to matters security promptly, and that police have been able to maintain law and order in Nairobi City County, Kenya. They also agree that the police exercise highest standard of professionalism in handling criminal cases. They however do not agree that the police are accountable for their actions relating to law and order. The respondents agree that The Kenya Police Service fosters and promotes relationships with the broader society. Quick responses, transparency and
accountability and professional conduct during police operations of high importance in the realisation of quality police service.

4.5 Inferential Analysis

Table 4.10: Regression Model Summary.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.543a</td>
<td>.295</td>
<td>.258</td>
<td>.55228</td>
</tr>
</tbody>
</table>

Source: Survey Data (2021)

a. Predictors: (Constant), Performance Review, Communication Structures, Incentive Management, Stakeholder Engagement

b. Dependent Variable: Service Delivery

The R value of .543 which shows the existence of an affirmative and important correlation between governance practices and service delivery in the KPS in Nairobi City County, Kenya. Equally, the R² of the .295 indicates that 29.5% of the prevailing variations on service delivery of the KPS in Nairobi City County are explained by communication structures, incentive management, and performance review and stakeholder engagement. The remaining 70.5% are attributable to other elements which are completely separate from the research model. For this reason, future studies in this field should endeavor to establish the other attributes accounting for the 70.5% which affect service delivery of the KPS in Nairobi City County.
Table 4.11: ANOVA of the Regression Model.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>9.711</td>
<td>4</td>
<td>2.428</td>
<td>7.959</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>23.181</td>
<td>76</td>
<td>.305</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>32.892</td>
<td>80</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Survey Data (2021)

c. Predictors: (Constant), Performance Review, Communication Structures, Incentive Management, Stakeholder Engagement

d. Dependent Variable: Service Delivery

The ANOVA table shows that the F statistic=7.959. This means that any change in the study units will not yield much difference in the model.

Table 4.12: Coefficients of Regression Equation

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.644</td>
<td>.326</td>
</tr>
<tr>
<td>Communication Structures</td>
<td>.306</td>
<td>.103</td>
</tr>
<tr>
<td>Incentive Management</td>
<td>.022</td>
<td>.131</td>
</tr>
<tr>
<td>Stakeholder Engagement</td>
<td>.151</td>
<td>.117</td>
</tr>
<tr>
<td>Performance Review</td>
<td>.091</td>
<td>.113</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Service Delivery

Source: Survey Data (2021)
\[ Y = 1.644 + 0.306X_1 + 0.022X_2 + 0.151X_3 + 0.091X_4 + \varepsilon \]

\( Y \) – Service Delivery

\( X_1 \) – communication structures

\( X_2 \) – Incentive Management

\( X_3 \) – Stakeholder Engagement

\( X_4 \) – Performance Review

\( \varepsilon \) – Error term

The study confirmed that holding all the factors constant at zero, the service delivery of The KPS is 1.644. The outcomes obtained also demonstrate that holding all other independent variables at zero, a unit rise in communication structures of top and middle management would lead to 0.306 growth in service delivery of the KPS. A unit increase in incentive management would lead to 0.022 growth in service delivery of the KPS. A unit increase in stakeholder engagement would lead to 0.151 growth in service delivery of the KPS. All the variables positively affect service delivery of the KPS. However improving communication structures has a strong influence on the service delivery and performance of the KPS with a coefficient of 0.306, followed by stakeholder engagement with a coefficient of 0.151, followed by performance review with a coefficient of 0.091 and lastly incentive management with a coefficient of 0.022. These outcomes indicate that improvement in communication strategy by top and middle management impacts positively on governance practice and the end result is better service delivery.

The \( P \) values are represented by the last column on the left of the table 4.12. In this particular case, for a variable to be of significance it should be less than 0.05. The significance figure for the communication structures is, 0.004. Communication structure therefore significantly to influences Service delivery as it is below 0.05, and the same is true for the remaining independent variables. Thus, an upgrade of the Communication structures, incentive management, stakeholder engagement and performance review would lead to positive growth and better service delivery in the KPS.
4.6 Test of the Research Questions

Regression analysis was employed and the outcomes were inferred using beta coefficient with significance measured by the percentage growth caused by a unit increase in any of the four governance practices.

4.6.1 Test of Direct Relationship

The results of the regression analysis testing the significance of relationships between communication structures, incentive management, stakeholder engagement, and performance review and service delivery are summarized in table 4.12. The first objective sought to examine the significance of relationship between communication structures and service delivery of the KPS in Nairobi City County. Table 4.12 shows the beta coefficient of regression between communication structures and service delivery of 0.364, indicating that a unit increase in communication structures reflects 36.4% increase on service delivery. The study therefore determined that communication structures play an important role on service quality of the KPS in Nairobi City County, thus agreeing with those of P. Olufemi & F. Dahunsi (2014) which asserted that communication was indispensable in achieving individual and corporate goals and objectives.

Table 4.12 shows the beta coefficient of regression between incentive management and service delivery was 0.021. This implies that a unit increase in incentive management will result in 2.1% increase in service delivery. The study therefore the existence of substantial correlation between incentive management and service delivery of the KPS in Nairobi City County. The findings confirm the position of UNESCO which stated that: The ultimate role of incentives in developing countries is to promote enhanced public sector service delivery and wider process of capacity development in the public sector. The relationship between effective public institutions and capacity improvement is well recognized. The significance of incentives is connected to their influence on the very same chain of causality: incentives with motivational effects inspire public sector performance, which in turn is critical for poverty reduction and economic development (UNESCO IIEP [3416]-2009).
Table 4.12 shows the beta coefficient of regression between stakeholder engagement and service delivery was 0.158. The findings indicate that a unit increase in stakeholder engagement will lead to 15.8% increase in police service delivery. The study therefore determined that stakeholder engagement has a substantial impact on quality service delivery of the KPS in Nairobi City County. The findings confirm those of L. Macharia (2011) who noted that the organisation is established as a central point for a web of stakeholders, a multifaceted structure for service exchange, influence, information and a number of other resources. Fruitful participation of stakeholders promote strategic partnership development, leads to solving problems in cooperation which eventually leads to decisions being supported across board. The respondents also indicated that wherever the local community worked closely in partnership with the police, the police workload reduced greatly as the public more willingly volunteered information and were keen to join forces with the police in keeping the law and order.

Table 4.12 shows the beta coefficient of regression between performance review and service delivery was 0.104. The study determined that performance review has the capacity to make amenities better to the benefit of both the community and officers of the KPS in Nairobi City County. The findings are in agreement with F. Kisang & M. Kirai (2016) who asserted the importance of impartiality of performance evaluation. He further noted that the impartiality of performance evaluation was positively related to the worker motivation.
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings, conclusions contributions of the study to knowledge, conclusions, policy recommendations and suggestions for further research

5.2 Summary of the Study

The Kenya Police Service in Nairobi County has been invariably blamed for not doing enough to serve the public satisfactorily; leading to dissatisfaction. The dissatisfaction has on occasions in the past led to open demonstrations and outcry against the Service. Yet, given the central role that security plays in the social and economic growth of a city like Nairobi, there is serious need to determine without a shadow of doubt the combination of factors that can help develop the excellence of service delivered to the public by the Kenya Police Service.

5.2.1 Communication Structure

The results indicated that effective communication is imperative in service delivery as an asset in organisational learning. Clear communication also creates confidence in the officer receiving the instructions, and helps them to make informed decisions and deliver better services to the public. This is best achieved in the police service through briefing and debriefing sessions by commanders where officers have the opportunity to ask questions and receive direct feedback from their commander. This is sadly not the case in police whereby commanders’ engagement with the junior police officers ii minimal and in most cases not very deliberate.

It was further established that there is lack of mutual relationship among the serving officers as far as sharing of information relating to work is concerned, and this adversely affects service delivery. The study also revealed that communication improved service delivery greatly since informed officers will be more confident and therefore make better decisions in the course of duty, leading to better service delivery. However, lack of regular meetings is one of the major setbacks in structured communication within the police service is that
officers fail to get appropriate forums to air their views to their seniors so that the views can be incorporated in the decision-making process.

5.2.2 Incentive Management

The findings revealed that availability of adequate incentives affects service delivery of The KPS. Prompt payment of allowances commensurate with the duties performed is an essential incentive to better service delivery. However, there is every indication that there is need for improvement. Fairness in promotions, transfers, assurance of adequate medical covers in case of injury or sickness were noted to account for areas that needed immediate attention and are therefore a priority area. The areas that have a negative bearing on the hypotheses.

5.2.3 Stakeholder Engagement

The Kenya Police Service has stakeholders across all sectors of the society. The study identified the organisation’s most readily identifiable stakeholders, including: Community Based Organisations, Faith Based Organisations, the Media, other security agencies, the Business Community, learning Institutions, Non-governmental Organisations and other organised communities. The study findings however indicate that the Kenya Police Service scores poorly on stakeholder engagement with six out of the seven items scoring below average on the Likert scale. Stakeholders play an important role in policing, ranging from resource mobilisation, capacity building, intelligence sharing and valued cooperation in policy implementation. The research finding indicated that there is lack of structured engagement with stakeholders for resource mobilisation towards police projects. The research findings further noted that the absence of clear policy on stakeholder engagement led to poor networking and minimum engagement of the public in policing affairs.

5.2.4 Performance Review

The findings indicated that recognition of outstanding performance by seniors was considered by many officers as the greatest incentives to better service delivery. However, lack of regular performance evaluation appeared to limit the impact of this important exercise. The Kenya Police Service uses performance review as an essential tool for improvement of service delivery. Failure to make application of uniform and measurable indicators to promote good practices has rendered this exercise futile. Further, most commanders did not
discuss the expected outcomes with the appraisee, and would wait until the last minute to write reports to their seniors, just for the sake of reporting. This practice makes the whole exercise merely cosmetic, lacking in both value and consequence. The findings were that performance review was rarely done, and even on the few occasions it was done, the outcome was not communicated with transparency. Further, the respondents indicated that they considered performance review as a useful tool in identifying both training and staffing needs, and in spotting talents for effective deployment of officers. Given the above findings, they confirm the conclusions of S. W Kinyeki, E.M Irao & G.O Orwa (2017) who asserted that governance practices in public sector affect service delivery in Kenya.

5.3 Conclusion

Governance practices namely communication structures, incentive management, stakeholder engagement and performance reviews have a direct and significant effect on KPS service delivery in Nairobi City County, Kenya. Therefore, middle and top level managers of the Kenya Police Service should endeavor to espouse new management approaches that enhance effective communication, better incentive management, and performance review and focused stakeholder engagement for better and more efficient service delivery.

5.4 Practice Recommendations

The KPS or any other government agency for that matter that works towards better service delivery to the public, needs to consider their communication structures, incentive management, stakeholder engagement and employee performance review. Structured communication has been recognized as a playing the utmost role in improving service delivery should be a priority area for organisations. Equally, there is need for top and middle management in the Kenya Police Service and similar bodies to hold and demonstrate sufficient understanding of establishment’s stakeholders and how to engage them for mutual benefits, as well as adequate attention incentive management and maintenance of junior employees’ welfare. The top and middle management must further develop adequate strategies for merit-based promotions, transparency in transfers and deployment and attention to officers’ mental wellness.
5.5 Policy Recommendations

The KPS should adopt open door policy and come up with strategies to address grievances raised by junior officers. The top and middle management need to hold regular meetings with the juniors in order to build relationship and trust, whereby junior police officers can freely give their views without fear of victimisation. Regarding incentive management, rewarding of staff should be based on recognizable outstanding performance indicators and payment of allowances should be commensurate to the tasks accomplished. The reward could be in terms of adequate housing, prompt payment of allowances due to them, reliable medical cover, considerate transfers and mental wellness programs in the form of guidance and counselling. Promotions should be done transparently and on the basis of merit and fair distribution of the available chances, communicated to all concerned candidates in good time.

On stakeholder engagement; any such arrangement for partnership should be formalised using a memorandum of understanding signed by both parties and managed by a designated directorate based at the Police Headquarters, and with branches at the regional Police offices. This will boost ownership of such joint initiatives and make implementation easier through police-public partnership. The experience during the Covid-19 period when local and international actors donated Personal Protective Equipment to the police in Nairobi County should inspire this move. The study further recommends that the KPS conducts regular evaluation and audit by ensuring that all the commanders are thoroughly trained on the necessary skills for performance review, its implementation, and the implementation of its outcome to inform training needs, promotions and deployment of police officers. The Kenya Police Service should also conduct regular induction trainings for various ranks to acquaint them with the knowledge of the required skills and fully define the measurable indicators against which service delivery shall be reviewed. At the end of every review, the results should be communicated on rewards and sanctions dispensed, for both outstanding service delivery and poor service delivery respectively.

5.6 Suggestions for Further Research

This study concentrated on evaluating governance practices and service delivery of the KPS in Nairobi City County, Kenya. Further studies can be done on other related security agencies
including the APS, DCI, GSU, and the National Government Administration Officers to compare the governance practices they have adopted in their service delivery strategies.
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APPENDICES

Appendix I: Letter of Introduction

NAIROBI.

October, 2020

Dear respondent,

RE: REQUEST FOR RESEARCH DATA

I am a master’s student, at Kenyatta University and as part of my course requirement I am conducting a study on “Governance practices and Service Delivery of the Kenya Police Service in Nairobi City County, Kenya”. You are requested to kindly participate in the survey. The information you will provide is for academic purpose only and shall be treated with utmost confidentiality.

Thank you in advance for your co-operation and active participation to this academic effort.

Yours Faithfully,
Appendix II: Questionnaire

Kindly respond to the subsequent questions as honestly as possible. The data given will be treated with highest discretion. Please do not write your name anywhere on this questionnaire.

**Section 1: Demographic Information**

1. Police Officer’s Rank
   - ASP and above
   - Inspectorate
2. Sex
   - a. Male
   - b. Female
3. Length of Service (Years)
   - a. Below 10 years
   - b. 10-19
   - c. 20-29
   - d. 30-39
   - e. 40 and above
4. Level of Education
   - a. PhD
   - b. Masters degree
   - c. Undergraduate
   - d. Diploma
   - e. Secondary
5. Deployment
   - Ward/Station
   - Sub County/Division
   - County/Region
Section 2: Communication Structures

6. To what extent do you agree with the following statements relating to the existing communication structures in the Kenya Police Service? Mark (√) appropriately, noting: 5 = strongly agree 4 = agree 3 = neutral 2 = disagree 1 = strongly disagree.

<table>
<thead>
<tr>
<th>S/NO</th>
<th>Statements</th>
</tr>
</thead>
<tbody>
<tr>
<td>i</td>
<td>Communication between the commanders and the junior police officers in the KPS is effective.</td>
</tr>
<tr>
<td>ii</td>
<td>The commanders engage in employee motivation in an enthusiastic manner.</td>
</tr>
<tr>
<td>iv</td>
<td>The police commanders offer participatory rather than dictatorship oversight/leadership role</td>
</tr>
<tr>
<td>v</td>
<td>There is effective flow of information from the top to the bottom.</td>
</tr>
<tr>
<td>vi</td>
<td>There is good inter-departmental relations between the police officers</td>
</tr>
<tr>
<td>vii</td>
<td>There exists an operational feedback mechanism.</td>
</tr>
<tr>
<td>viii</td>
<td>The police officers’ views are given significant attention and incorporated in the decision-making process</td>
</tr>
<tr>
<td>ix</td>
<td>The leadership values teamwork and for better performance</td>
</tr>
</tbody>
</table>

7. In what other ways do you think the communication structures can influence service delivery of the KPS in Nairobi City County, Kenya?

........................................................................................................................................
........................................................................................................................................

64
Section 3: Incentive Management

8. To what extent do you agree with the following statements relating to incentive management in the Kenya Police Service? Mark (√) appropriately, noting: 5 = strongly agree 4 = agree 3 = neutral 2 = disagree 1 = strongly disagree.

<table>
<thead>
<tr>
<th>S/NO</th>
<th>Statements</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>i</td>
<td>The police officers’ salaries are adequate and matches their skills and competences</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii</td>
<td>The staff are also compensated accordingly with regard to the allowances</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv</td>
<td>The staff pay is timely disbursed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>v</td>
<td>The management conducts interdepartmental promotions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>vi</td>
<td>The promotions are done fairly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>vii</td>
<td>The Kenya Police Service ensures that it advances the careers of the police officers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>viii</td>
<td>The police officers are given adequate housing allowances</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

9. In what other ways do you think the incentive management can influence service delivery of the KPS in Nairobi City County, Kenya?

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Section 4: Stakeholder Engagement

10. To what extent do you agree with the following statements relating to stakeholder engagement in the Kenya Police Service? Mark (√) appropriately, noting: 5 = strongly agree 4 = agree 3 = neutral 2 = disagree 1 = strongly disagree.

<table>
<thead>
<tr>
<th>S/NO</th>
<th>Statements</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>i</td>
<td>The Kenya Police Service seeks opinions from the general public before implementing strategies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii</td>
<td>The Kenya Police Service seeks the ideas and opinions of its employees before implementing strategies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii</td>
<td>The opinion of the public is respected by the Kenya Police Service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv</td>
<td>The police officers take part in managerial decisions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>v</td>
<td>The Kenya Police Service seeks the assistance of other social-based institutions in maintaining law and order</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

11. In what other ways do you think the stakeholder engagement can influence service delivery of the KPS in Nairobi City County, Kenya?

……………………………………………………………………………………………………………………………………
Section 5: Performance Review

12. To what extent do you agree with the following statements relating to performance review in the Kenya Police Service? Mark (✓) appropriately, noting: 5 = strongly agree 4 = agree 3 = neutral 2 = disagree 1 = strongly disagree.

<table>
<thead>
<tr>
<th>S/NO</th>
<th>Statements</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>i</td>
<td>The Kenya Police Service conducts regular performance evaluation of the police officers to ensure quality output</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ii</td>
<td>The Kenya Police Service conducts regular training and induction to equip our staff with necessary policing skills.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iii</td>
<td>The Kenya Police Service provides opportunities of career progression to the staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>iv</td>
<td>The performance evaluation process is done transparently</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>v</td>
<td>The Kenya Police Service conducts regular auditing of the financial records to ensure accountability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>vi</td>
<td>The audit process is done in a transparent manner to avoid irregularities in the financial records</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>vii</td>
<td>The Kenya Police Service ensures proper and adequate staffing in order to avoid overload of workload to the staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

13. In what other ways do you think the performance review can influence service delivery of the KPS in Nairobi City County, Kenya?

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........................................................................................................................................
........................................................................................................................................
........................................................................................................................................
........................................................................................................................................

67
Section 6: Service Delivery

14. To what extent do you agree with the following statements relating service delivery in the Kenya Police Service? Mark (√) appropriately, noting: 5 = strongly agree 4 = agree 3 = neutral 2 = disagree 1 = strongly disagree.

<table>
<thead>
<tr>
<th>S/NO</th>
<th>Statements</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
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</tr>
</thead>
<tbody>
<tr>
<td>i</td>
<td>The police respond to matters security promptly</td>
<td></td>
<td></td>
<td></td>
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<td>ii</td>
<td>The police officers are proactive at the scene of crime</td>
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<td>iii</td>
<td>The police have been able to maintain law and order in Nairobi City County, Kenya</td>
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<td>iv</td>
<td>The police exercise highest standards of professionalism in handling criminal cases</td>
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<td>v</td>
<td>The police are accountable for their actions relating to law and order</td>
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<td>vi</td>
<td>The cases of police corruption are minimal</td>
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<tr>
<td>vii</td>
<td>The police officers practice transparency and accountability</td>
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<td>viii</td>
<td>The Kenya Police Service ensures integrity and to respect human rights</td>
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<td>ix</td>
<td>The Kenya Police Service fosters and promotes relationships with the broader society</td>
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15. In your own opinion, how else can you describe service delivery of the KPS in Nairobi City County, Kenya?

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Thank you for your participation
Appendix IV: Research Authorisation Letter

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/Cty/PT/32231/2015

DATE: 29th September, 2020

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR OJUOK JAREDONYANG - REG. NO. D53/Cty/PT/32231/2015

I write to introduce Mr. Ojuok Jared Onyango who is a Postgraduate Student of this University. He is registered for MBA degree programme in the Department of Business Administration.

Mr. Ojuok intends to conduct research for a MBA Project Proposal entitled, "Governance Practices and Service Delivery of the Kenya Police Service in Nairobi City County, Kenya ".

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL
Appendix IV: Research Permit

This is to certify that Mr. JARED ONYANGO OJUOK of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: GOVERNANCE PRACTICES AND SERVICE DELIVERY OF THE KENYA POLICE SERVICE IN NAIROBI, CITY COUNTY, KENYA for the period ending 22/October/2021.

Ref No: 200624

RESEARCH LICENSE

License No: NACOSTI/P/20/726

200624

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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