PERFORMANCE MANAGEMENT PRACTICES AND SERVICE DELIVERY
OF THE NATIONAL POLICE SERVICE EMPLOYEES IN NAIROBI CITY
COUNTY, KENYA

BY
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MARCH 2023
DECLARATION

This research thesis is my original work and to the best of my knowledge has not been presented for an award of a degree or academic awards in any other institution of higher learning

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DEDICATION

This research thesis is especially dedicated to my brothers namely Wangusi Samson, Muyukani Peter, Mukaisi Robert and Muyaka Haron for their support, encouragement and their inspiration they greatly offered to me during the course of my study.
ACKNOWLEDGEMENTS

I greatly feel indebted to express sincere gratitude to the people named below, for their assistance and support they offered me during the research Thesis writing and presentation. First, this report would not have been a success without the assistance of my supervisors; Dr. Priscilla Ndegwa and Dr. David Kiiru who have walked with me the entire journey of my study. I will not forget my discussion group members, especially Aoko Caro, Andenga Christine and Ogango Jack for their continuous encouragement and moral support during the entire period. I also thank my bosses at my place of work Olweye Aineah and Kering Jonathan for their considerations during the time of my study. I am also indebted to my wife Nekesa Ann and son Wekesa Bradley for their support and understanding during my studies. I thank my brothers Wangusi Samson, Muyukani Peter, Mukaisi Robert and Muyaka Haron for their encouragement and financial support. God bless you all.
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ABBREVIATIONS AND ACRONYMS

CoG: Council of Governors
D.V: Dependent Variables
GoK: Government of Kenya
GROW: Goals, Reality, Options, and Will
HRM: Human Resource Management
I.S: Information Systems
I.V: Independent Variables
KPS: Kenya Police Service
KRA: Kenya Revenue Authority
MBO: Management by Objectives
NPS: National Police Service
PMF: Performance Management Framework
SMART: Specific, Measurable, Attainable, Relevant, Timely
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<tr>
<th>Term</th>
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<tr>
<td><strong>Community policing</strong></td>
<td>Where residents work with regular law enforcement to improve the protection of their neighbourhoods and to reduce crime.</td>
</tr>
<tr>
<td><strong>Employee Performance</strong></td>
<td>It means whether an employee undertakes his/her roles and obligations well or not.</td>
</tr>
<tr>
<td><strong>Employee Performance</strong></td>
<td>Annual review of the results of staff. It consists of a structured assessment framework which measures the productivity of the organization.</td>
</tr>
<tr>
<td><strong>Employee Performance</strong></td>
<td>The process by which a staff member or group of employees is guided, advised and educated in order to accomplish a certain task or learn particular skills.</td>
</tr>
<tr>
<td><strong>Employee Performance</strong></td>
<td>Coping with confusion by creating action paths to obtain those outcomes.</td>
</tr>
<tr>
<td><strong>Employee performance</strong></td>
<td>The prompt, informal or formal acknowledgment of the actions, commitment and performance of an individual or team that promotes the goals and values of the organisation and clearly exceeds usual standards.</td>
</tr>
<tr>
<td><strong>Performance management</strong></td>
<td>Method to ensure workers reflect on their jobs in ways that help them accomplish the purpose and aims of the company.</td>
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<tr>
<td><strong>Performance Management Practices;</strong></td>
<td>Practices developed by management and placed on employees primarily in an effort to connect performance to reward.</td>
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ABSTRACT

The successful delivery of services resulted in full consultation and the exploration of the local people’s main problems. Public interaction ensured that the content was constructive and sensitive, set goals, provided input, discussed events and illustrated intervention. In responding to service to the general population, policemen played a vital role. The weak delivery of service in the National Police Service had risen to disproportionate strength; Kenyan police brutality also led to needless deaths, abuse and weak police oversight. The main objective of the study was to determine the influence of Performance Management practices and Service Delivery guided by specific objectives of; to determine the influence of performances planning, influence of employee performance coaching, the influence of employee performance assessment, the relationship between employee performance recognition on service delivery of the National Police Service employees in Nairobi City County, Kenya. Positivism Research Philosophy was the research philosophy used in the study; Descriptive analysis design was also used. The target population of this study consisted of 133 employees from the National Police Service under 10 selected police formations in Nairobi City County. Census approach was adopted and all of them were considered in the study. The questionnaire was chosen as the data Collection instrument and was self-administered to all the respondents. A pilot test was carried out to test the data collection tool. The analysis used the most common metric of internal accuracy known as the cronbach’s alpha. Collected data was checked and coded for any errors or omissions, and entered into the SPSS version 24. Correlation analysis, ANOVA, and regression analysis both provided inferential statistical data and explained the impact of the interaction between the Success Assessment and Service Delivery. The hypotheses were tested at 95% confidence interval. The study established that during performance planning, the National Police Service objectives and performance goals were communicated to the employees and necessary training, resources, and support provided. The study concluded that Coaching at work required National Police Service to provide clarity by discussing and reviewing the gap between performance expectations and actual performance with the employees. The study recommended the use of performance appraisal for chalking out compensation packages for employees. Merit rating and compensation packages like bonus, high salary rates, extra benefits, allowances and pre-requisites were dependent on performance appraisal.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

The general aspiration of performance management is to set up a high performance background wherein people and various groups recognize and accept their roles to facilitate continuous or constant upgrading of business operations and for individual abilities and inputs in a structure under effective leadership (Bweng, 2015). Performance management is specifically meant to align personal objectives relative to organizational objectives while ensuring that people support the primary values of an organization.

According to Khaemba (2012), service delivery is any communication with the public administration through which consumers who are people, residents or businesses are seeking or providing information, dealing with their affairs or performing their duties. These programmes can be provided effectively, predictably, confidently and customer-friendly. The government has to understand the need to foster civic governance and facilitate development. Effective service delivery is important. (Govender, 2017).

The delivery of services to the public involves policies, procedures and performance management practices. The approach and the design of the mechanism are central to the design of the overall service management model (Khaemba, 2012). The cornerstone of any service-provider relationship must be to help clients accomplish their mission and to assist them in the achievement of their organizational objective. Successful delivery of services leads to full consultation and the exploration of the problems that most affect local residents. Public participation means being proactive and sensitive and using this knowledge to set goals, provide feedback, communicate activities and justify actions (Pulakos et al., 2015).
Community engagement involves varying levels of involvement in community policing in a number of primary approaches, including engagement with the community as a whole not just community leaders or those with clear agendas (Mutua, 2016). Employing a perspective on the transformation of service delivery not only allows agencies to maximize their supply choices for service delivery, but also helps them to explore how support services can be incorporated across the agency to achieve full economies of scale and other efficiencies (Agusioma, & Mwiti, 2017).

According to Njoroge (2018), service delivery in the police sector entails accountability that requires the visible involvement of the police in hot spots, while problem solving includes engaging with the population, government officials, non-governmental organisations and other stakeholders through committees. Collaboration resolved emerging concerns of crime and anti-social activity such as Outlaw Motor Bike Gangs or perceptions of police abuse (Obiekwe, 2016). Visibility is key to effective policing and is one of the benefits of the Safer Community Police Approach (lias, 2017). Importantly, however, awareness is not only about physical presence, it is about connecting neighborhoods in a number of ways, like keeping people informed about the progress of their criminal investigation and crime in their local area in general. Many countries around the world have adopted policies and programmes to encourage creativity in the delivery of public services and improve the potential of the public sector as an organisation (Tung, 2016). The United States created the Open Government Creativity Gallery and unveiled the SAVE Award for innovations to save taxpayers’ dollars and make government programmes more accessible and competitive. In addition, the nation published in 2009 what is referred to as the American Innovation Plan to direct service efficiency and responsiveness. Singapore has developed the PS21 Policy Platform, which
focuses on creativity and improvement through sustained participation, empowerment and the implementation of individual accountability programmes on behalf of the Government (Terblanche & van Coller, 2017).

The hybrid model for the procurement of service contracts is being used increasingly by local councils in China, which includes the supply of government contracts to private corporations or civil groups such as charities for the supply of public goods and equipment, such as education, health care or utility services. In general, the Chinese government offers public goods and services, which people use without intervening in procurement or regulation. Extensive citizens' interest in public goods and utilities procurement and regulation turned the dynamic between government and society from a hierarchical to a more pluralistic one in which private parties are legitimate engaging in the provision of public goods and services and other related legislation, through the accountable governors. The government with social security and the idea of a partnership with the government which oversees society and the market instead of directly regulating social operation and development. The government (Obisanya & Hassan, 2019).

The service delivery system for both the private and public sectors in Africa has gained traction. Privatization effectively means outsourcing government services outside the public sector or selling state properties (Paile, 2012). The priorities of the Nigerian federal government include the introduction of the Universal Basic Education (UBE) scheme, which includes free and compulsory education for all primary and junior secondary school students. Government is committed to bringing programmes closer to where people live and work and to public places. However, public sector organisations would necessarily need to align consumer expectations with budget constraints. The level of public service is related to the
quality of the agencies. Strong governance structures provide transparency, cost utilization and allow people to draw attention to the frustrations they are experiencing. When certain factors are in operation, the efficiency of public services is often better. In 2002, South Africa set up the Centre for Public Sector Innovation (CPSI) to recognize, promote and encourage innovation in the public sector in order to enhance service delivery.

South Africa and the inauguration of a new government gave rise to tremendous expectations that intergovernmental fiscal and administrative ties improved for the better. New channels are opening up new options for consumers. Understanding the desires and expectations of consumers is thus critical in this constantly evolving climate. The competition for consumers, along with an array of options, has raised expectations to new heights. South Africans are asking that government facilities be open and easy to use. Government is committed to fulfilling this expectation, and this section points out in more depth how this pledge can be made (George, 2015).

In Kenya's public sector, performance management has gained traction, focusing on the quality of services through guarantee of productivity, efficacy and competence. This is achieved at several stages, ranging from person to organisational (Hope, 2018). Innovation in public service delivery in Kenya is reflected in Kenya's Vision 2030: Towards an Internationally Successful and Productive Kenya. The Government of Kenya has developed a Public Service Delivery Innovation Policy that offers a basis for systemic innovation and promotes the use of innovative innovations and best practice by public servants. The plan reinforces the tradition of innovation and explores the current capacity for innovation in service delivery.
The Innovation Strategy offers a national structure and the basis for achieving quality, sensitive, cost-effective and timely services for people. The strategy would make it easier for the public sector to create an encouraging atmosphere where creative service delivery is nourished (Korir & Bengat, 2015). The Rapid Results Initiative is making a big difference and providing viable solutions to the public service sector in Kenya. It brought about the social change that the village, the government office or the company chose to aim to achieve.

In 2013, the Government founded citizens’ service centres as primary service distribution networks in all 47 counties. In addition, people are increasingly demanding accountability not only about what the government has done, but also about the effect of government policies on improving the quality of life of citizens. It also calls for the institutionalization of performance management practices in the public sector to ensure responsiveness to citizens’ demands (Jonyo & Manyara, 2017).

The public sector continues to find creative ways to provide people with quality services. The Government has introduced supervision of service delivery with the ultimate goal of enhancing service delivery through the national police service. This strategy is paired with ongoing tooling and police reforms to shift their minds from being motivated by coercion to more result-oriented service delivery (Koech, 2016). Police reforms in Kenya are a by-product of the second wave of government reforms. It is believed that the institutionalization of a comprehensive performance management process that focuses on the customer and cost control led to changes in service delivery.

1.1.1 Performance Management Practices

Ying (2012) Defines the management of results as a method for ensuring people concentrate on their work in a manner that can contribute to a corporate organization’s goal. On the other
hand, Korir et.al (2015) describes performance management practices as practices developed by management and placed on employees primarily in an effort to connect performance to reward. This is accomplished by evaluating individual success against milestones or deliverables that are consistent with team and corporate priorities while implementing best practice.

Paille (2012) Performance improvement practises are referred to as the overarching mechanism by which workers are tracked over time for their job needs; the requirements are explained, priorities are defined; continuing coaching is provided; performance reporting is filed and retrieved and then assessed on the basis of that information. Employee performance evaluation of the police in the community has consequences for support constituents, such as coordinating neighborhood watch groups, supplying input to the police and other cooperative projects, or providing public support for the funding of the police services. The performance improvement method plays an important role in ensuring that workers work hard to contribute to the accomplishment of the organisational mission and objectives. It sets out standards for the success of workers and encourages them to work hard in accordance with the organization's procedures (Saqib & Baig, 2015).

According to Harrison, (2013) Monitoring is a primary performance monitoring mechanism in which the supervisor tracks the success of workers, not just when the progress evaluation is due, but on a continuous basis during the assessment period. Monitoring gives the boss the ability to make a course change or to modify the schedule if necessary, so that workers can achieve the desired result of effectively is achieving the objectives of the department or work unit. Performance Assessment often provide the employer with an opportunity to make workers aware of their success, whether favorable or unacceptable. If the supervisor decides
that the employee has an inappropriate output on any critical element; performance management allows the supervisor to detect the issue early and to have an opportunity period in place long before the record rating is due (Jonyo & Manyara, 2017).

1.1.2 Government Policy

These guidelines shall be drawn up in order to ensure that the mission is carried out in compliance with the protocol laid down. Properly designed legislation within an organisation allows stakeholders to have a clear direction about how to oversee the management of an organisation. Policies also make it possible to eliminate uncertainty in the entire process (lias, 2017). Government policy Offers guidelines on maintaining government security in support of the effective delivery of police programmes and services, the safety of information, persons and properties, and provides assurance to Kenyans, partners, supervisors and other stakeholders on security management in the county. (Njoroge, 2018).


Government policy on police governance facilitates the efficient management of government security controls in support of the secure delivery of government programmes and services and in support of the safety of information, individuals and properties (Mutua, 2016). Government policies on police reform with partners across government were effective by executing defined functions and effectively achieving the expected outcome that allowed
improved delivery of police services, providing strategic leadership to coordinate responses to operational security issues of national, intergovernmental or international interest to the government; (Mulei, 2016).

Via police policy, the government enhances service to the general public by ensuring that security incidents and other security incidents are assessed, reviewed, recorded, documented and reported to the appropriate authority and stakeholders. Police reforms recognize security operations and/or internal agencies that have a leadership and support role in this strategy and contribute to the achievement of government security policy objectives (George, 2015).

1.1.3 National Police Service

The government and law enforcement authority, National Police Service is headquartered in Nairobi. The Kenya Police Service is a national body in charge of law enforcement in Kenya. It is subordinate to the National Police Service which is headed by Inspector General of Police who exercises independent command over the Service. Kenya Police is headed by the Deputy Inspector General and is divided into Service Headquarters in Nairobi, Formations, General Duty Commands and Training Institutions. It is governed by the NPS Act of 2011, which provides for the establishment and scope of separate formations (Kenya Police Annual Report, 2012). General Duty Commands are further categorized into Regional, City, Sub-County Commands, Police Districts and Police Stations in that hierarchy. At the end of the day all these components are reported to and are responsible to the Deputy Inspector General headquartered at the Nairobi Police Headquarters. (Koech, 2016).

The NPS has been under intense pressure from the public, civil society and private sector to deliver on their duties in the most timely, reliable and accountable manner. As a result, with scarce resources, the police must find ingenious ways to outsource its non-critical functions.
Police operations rely on non-critical functions. Outsourcing of non-critical functions is a feasible operational option for any organisation, including the NPS, although it has non-profit goals and thus has little expertise with and usage for outsourcing requirements built for commercial enterprises (Koech, 2016).

The National Police Service aims at becoming a global police service with accommodating, responsive and trained workforce whose mission is to offer high-quality services to meet the needs of their customers by preserving a rule of law and maintaining positive community ties in order to sustain Kenya's social, political and economic progress. (Koech, 2016). It is common knowledge that the National Police Service (NPS) has an immense duty to protect and represent people, whether at state, sub-county, county or national level. NPS must also be fiscally responsible for investing the shillings of the taxpayer when defending and serving. As a result, the importance of the success metrics on all individual officers and the whole service is too plain to see (Roufa, 2016).

1.2 Statement of the Problem

Service delivery within Nairobi City County and the metropolitan towns has been declining due to the poor service by the National Police Service (Koech, 2016). There has been an increase on organized crime, accidents and incidences, poor police visibility and responsiveness and violations of laws contributing to banks, financial and industrial centers losing financial resources (Hope, 2018).

Inadequate performance framework has contributed to poor service quality within the National Police Service and has resulted in disproportionate power and violence, often leading to premature deaths, abuse and poor police transparency (IPOA, 2018). In 2020, the
police department was also declared the most corrupt public agency in the world amid massive government expenditures. (Koech, 2016).

Most of the studies conducted on service delivery in the National Police Service have not focused on the effects of Performance Management Practices. There is little or no empirical literature available to this study on effects of Performance Management Practices on Service Delivery. Mutua (2016), studied challenges of strategy implementation at NPS but failed to address issues connected to performance management. According to the studies by Oreje (2017), Factors that impact the service provision of Kenya police officers in Nairobi County, Kenya. The study scope focused only on police headquarters and not in the general police where service is delivered. Another study by Keraro & Muturi, (2019) was on the effects of performance on Public Institutions Service Delivery. The study did not articulate well key aspects in service delivery and it only focused on in Kisii County. Koech (2016), Examined Internal factors influencing service delivery within the Kenya police service in Kitui County and the service delivery measures used in the study included accountability, police culture and openness unlike the measures used in this study. Hence the study filled this gap by establishing the relationship between performance management practices and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.

1.3 Objectives of the Study

This section addressed the general objective and specific objectives of the study.
1.3.1 General Objective

The key purpose of the research thesis was to evaluate the effects of performance management practices and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.

1.3.2. Specific Objectives

i. To determine the influence of employee performance planning and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.

ii. To find out the influence of employee performance coaching on Service Delivery of the National Police Service employees in Nairobi City County, Kenya.

iii. To establish the influence of employee performance assessment on Service Delivery of the National Police Service employees in Nairobi City County, Kenya.

iv. To examine the influence of employee performance recognition and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.

v. To establish the moderating influence of Government Policy on the relationship between performance management practices and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.

1.4 Research Hypothesis

In this analysis review the following hypotheses, as null and zero, were tested:

$H_{01}$: There is no significant relationship between employee performance planning and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.
**H₀₂**: There is no significant relationship between employee performance coaching and Service Delivery of the National Police Service employees in Nairobi City County, Kenya

**H₀₃**: There is no significant relationship between employee performance assessment and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.

**H₀₄**: There is no significant relationship between employee performance recognition and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.

**H₀₅**: Government Policy has no moderating effect on the relationship between performance management practices and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.

### 1.5 Significance of the Study

In order to determine their effectiveness in driving the service provision of employed national police services in the county of Nairobi, Kenya, the study would be important to emphasize the existing performance management process capacity. In effect, the outcomes of the analysis would provide valuable materials for enhancing performance improvement like planning, counseling, and performance appraisal and employee achievement identification by NPS. In addition, the findings of this report would be beneficial to improve institutional transparency of already inadequate police organisations. The findings of this analysis will be defined by GoK and other future researchers in terms of essential sources of
security policy concept and fields for further study. Finally, the conclusions of this thesis will provide scholars, students and other academic researchers with reference material.

1.6 Scope of the Study

The thesis aimed to investigate the success evaluation systems and how the National Police Service employees in Nairobi City County, Kenya were providing the services. The approaches to be evaluated included monitoring of performance, preparation, guidance, employee performance assessment and employee performance appraisal. Study at NPS was carried out in Nairobi County, Kenya. Samples were gathered from all the formations of the NPS.

1.7 Limitations of the Study

This study involved collecting data from a body in charge of the security of the nation. Therefore, respondents found it difficult to entrust the researcher with information he required for fear of repression by their superiors or misuse of the information to compromise the security of the nation. To manage this apprehension, the investigator assured the interviewees that his participation as a student was exclusively for academic purposes only.

1.8 Organization of the Study

Chapter One discussed the implementation and context of analysis factors like the performance management mechanisms and the service provision of the national police Service. This research thesis was organized into two sections. It revealed the issue statement, the goals of the research thesis, the research thesis conclusions, and the importance of the analysis and the downside of the study. The literature analysis of key research factors, including planning for employee success, coaching employee performance, performance assessment, the appreciation of employee performance and the moderating impacts of
government policies, was presented in Chapter two. Chapter Three explained methodology for study, design, research strategies, diagnosis test, variables operationalization, and theoretical models used to determine theories and ethical issues. Chapter four presented the data analysis techniques that included descriptive statistics, diagnostic tests and panel regression analysis whereas chapter five provided the summary of key findings, conclusions, recommendations and areas for further studies.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter looked at comprehensive reviews of past studies on performance management and service delivery, empirical literature review, summary of literature gaps and the conceptual framework.

2.2 Theoretical Review

Comprehensive reviews of past studies on performance management and service delivery identified six main theoretical perspectives. These included; goal setting theory, expectancy theory, management by objectives, reward theory of attraction, Institutional Theory and SERVQUAL Model.

2.2.1 Goal Setting Theory

The proponent of the Goal setting theory was Edwin Locke (1968). According to Locke and Latham (2013), the goal-setting theory emphasizes the essential connection between goals and success and the assumption that targets have a persuasive impact on employee actions and performance in organizations and management practices. The goal-setting theory suggests that the self-determined goals of workers play a key role in motivating them to produce superior performance. This is because workers want to meet their objectives. If these targets are not met, they either improve their performance or change the objectives to make them more practical. If performance improves, the objectives of the performance appraisal will be achieved. According to DuBrin (2012), managers greatly accept that goal-setting is a means to enhance as well as sustain employee performance.
Efficient goal-setting concepts include the following: -Clarity; which states that a simple and achievable goal is more attainable than a goal that is not clearly defined. It is therefore important to set a clear timetable for completion. The second theory is a challenge; which states that the target must have a decent level of difficulty in order to inspire others to work for the goal. The third principle is commitment; which states that one should make a concerted effort to achieve the specified objective by communicating his goal with someone else in order to improve his responsibility in order to achieve that goal. The fourth principle is feedback; which states that a system should be developed for collecting input on its progress towards a goal, so that it can change the complexity of the goal in the middle of the timeline rather than giving up entirely (Lunenburg, 2011).

The last theory is the complexity of the task; it says that you have enough time to overcome the learning curve involved with the difficult task when the goal is quite complicated. Make sure you have the highest chance of getting padding (Khor & Marshall, 2011). Goal setting theory is a very important performance management information theory that is considered to be one of the most powerful motivational theories. Its foundations are based on the idea that conscious priorities have an effect on behaviour (Locke & Latham, 2002). The use of the word target in this theory is known to be the object or main purpose of an operation.

This theory is important for the research thesis as it stresses the role of employees in identifying success targets. The measurement of results to boost performance or adjust goals was also be highlighted. Theory is focused on the estimates of human desires to justify the true behaviour of workers. The theory of goals also notes that multiple individuals want different things from their company, from equal pay, career security and technical enhancement (Terblanche & Coller-Peter 2017).
As a consequence, this theory helps to map behavioural outcomes in terms of organisational training as it helps to define particular determinants of individual trainees' behavioural outcomes (Lunenburg, 2011). These are all primary performance improvement methods. Objectives are effective motivators for workers, and when a company performs a performance evaluation, it may provide input to the employee accomplishments and this has an ability to increase their commitment to the goals. This theory is relevant to the study as it emphasizes how employee performance planning can be applied in a firm.

### 2.2.2 Expectancy Theory

The proponent of the expectancy theory is Victor Vroom (1964). While the motivational theories of Maslow and Herzberg describe the relationship between internal requirements and resulting attempts to overcome them, Vroom's approach to hope hypothesizes commitment, success and effects in terms of interaction. Vroom's theory of hope means that intervention is a deliberate choice of alternatives, meant for fun and for pain relief (Parijat, P., & Bagga, S. (2014). The hypothesis is based on the premise that people are changing their actions within the organisation to achieve their respected objectives (Olouoch, 2014). Individuals change their actions to accomplish these purposes most likely. This theory is based on the principle of success control, as forecasts of potential outcomes are expected to affect performance (Ahmad & Tariq, 2016).

According to Vroom, the performance of workers is dependent on individual factors such as qualifications, experience, expertise, personality and abilities. Vroom affirmed that effort, success and motivation are linked to the motivation of the worker, and that Vroom uses hope, instrumentality and valence as variables to account for this (Parijat, P., & Bagga, S. (2014). Expectancy refers to the assumption that increased effort contributes to high results.
However the outcomes can be influenced by factors such as getting the requisite tools available, the right expertise and the necessary help to get the job done. Instrumentality is the assumption that better output is accompanied by a valued outcome, while value is the significance or value that an individual puts on the expected outcome (Barba-Sánchez, V., & Atienza-Sahuquillo, 2017).

For the purpose of this analysis, the theory is important because it highlights the actions of workers in modifying their performance to ensure that their respective objectives are met (Sikora & Ferris, 2014). Employees are going to perform well if they know that a certain valued outcome will result from their hard work. Also, it is clear that increased effort leads to increased performance and that is why the NPS should enhance performance management practices such as; planning, coaching, assessment and recognition to improve its service delivery. This theory is relevant to the study as it emphasizes how employee performance coaching can be applied in a firm.

2.2.3 The Theory of Management by Objectives

The Theory of Management by Objectives was proposed by management guru Peter Ducker (1956). Management by Objective is a management model which proclaims improvement of an organization’s performance by clearly defining objectives that are agreed upon by both management and employees. According to Greenwood (2001), MBO encompasses managerial decisions as well as actions that help a firm develop and maintain a beneficial fit with the environment and be consistent with its goals and objectives. The MBO theory relies on defining the objectives for every worker and then comparing as well as directing the performance of workers against the set objectives (Manroop, 2015).
The philosophy of the MBO is that it would lead to greater involvement and motivation among the workers and to the harmonization of priorities within the company by setting goals and action plans (Kang & Kim, 2015). The concepts of MBO theory include: goals for the workers are established and daunting but realistic. Regular input is obtained and the priority is not on punishment, but on personal improvement and advancement rather than negativity since the expectations are not met. MBO empowers and has the expertise that potentially influences the productivity of workers (Lambert, 2012). This theory is significant for this analysis since it illustrates virtually all success improvement practices. He emphasizes; workers are engaged in the preparation of their priorities, conduct regular evaluations for feedback and encouraging results (Khan, 2013). The theory is relevant to the study as it emphasizes how employee performance assessment can be applied in a firm.

2.2.4 Reward Theory of Attraction

The Reward Theory of Attraction assisted the study determine the influence of Employee Recognition on Service Delivery of the National Police Service employees in Nairobi City County, Kenya. The theory was developed by Elder, Van Nguyen, and Caspi (1988) and it noted that people prefer those whose conduct is rewarding them, or who are associated with rewarding events. This suggested that people are attracted to those who in some way make them feel comfortable or attracted to those who remind them that they enjoy being around, because if a relationship offers us more reward and enjoyment than cost and pain, the relationship is likely to continue (Dobre, 2013).
This theory is particularly important for workers, since their supervisors perceive the character, actions and control of compensation instruments as a source of happiness and frustration (Gungor, 2011). The philosophy urged organisations to enforce their organization's acknowledgement strategy, which is focused around the recognition that the roles and duties of an individual shifted sophistication and obligation in achieving organisational goals (Harrison, 2013). Employee recognition is focused on status adjustment involving increasing degrees of accountability, and gain from recognition is a catalyst for increased job efficiency, strengthened morality and an admiration and recognition of the individual (George, 2015).

The theory suggests that career routes be followed for different posts which should be clearly mentioned and every career post should have a different route. For instance, an accounts clerk may be promoted as assistant accountant. All employees in the organization should be given full information of the career routes which serves as a motivation to work harder to achieve the promotion. Rewards Theory promotes employee specialization and the creation of Responsibility Centers through the encouragement of Autonomy, which ensures that workers may determine how their work should be done. No matter what definition is used, higher levels of autonomy tend to improve work satisfaction. (Tanya, 2017). The theory is relevant to the study as it emphasizes how employee performance recognition can be applied in a firm.

2.2.5 Institutional Theory

The Institutional Theory was postulated by Meyer & Rowan (1977). According to Scott (1995), companies must comply with environmental laws and value systems in order to thrive. Meyer and Rowan (1977) proposed that institutional isomorphism, both systemic and
formal, would give the organisation legitimacy. Institutional theorists argue that the institutional climate can have a strong effect on the creation of formal frameworks within an organisation, even more strongly than market pressures.

Innovative mechanisms that enhance technological productivity of early-adopting organisations are being legitimised in the community. These technologies eventually achieve a degree of credibility in the case of irrational, negligent or legitimate mandates not being followed. New and current organisations, even though the form does not increase performance, may at this stage take the systemic form (Hollenbeck, & Jamieson, 2015).

Accommodating logical myth, isomorphism and validity is a generally recognised scientific position according to Scott (2008). Researchers focused on the view stress that imitation is a basic insight into the philosophy of organisations, since companies are not inherently refining their decisions and systems.

Institutional organisations are social structures that are extremely adaptive. They are cultural-cognitive and normative, which provide consistency and meaning to social life in conjunction with their associated activities and services. Different styles of transport organisations convey, among them abstract mechanisms, connection, routines and artefacts. Institutions work at varying levels of jurisdiction, from the national system to the intimate regional relationship. Institutions connote, by definition, stability but are both gradually and discontinuously subject to change (Ayachi, 2015).

This theory assisted the study in determining the moderating effect of Government Policy between performance management practices and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.
2.2.6 SERVQUAL Model

In 1988, Valarie Zeithaml, A. Parasuraman and Leonard Berry developed the SERVQUAL system. It is a way to record and measure the level of consumers' service (Parasuraman & Berry, 1985). At the beginning, the emphasis was on the introduction of product consistency systems. In the course of time the reliability of comparable facilities has become more and more relevant.

Improved standard of service could offer a strategic advantage to organisations. Service became more critical in general, which culminated in the SERVQUAL model having a significant influence in the 1980s. Measurement services were at the time abstract and not possible to measure (Saleh and Ryan, 1991). Reliability relied on how reliable and fair the service is. Answering is for answering consumer queries or grievances quickly and appropriately.

The competence of a company contributes to its expertise and it dictates when the client can reach the appropriate department easily and effectively. Courtesy aims to be courteous to consumers and contact requires direct, truthful and timely customer information. Faithfulness is how credible and trustworthy the message of the company is. Safety is designed to improve customer loyalty and access to the service. An individual involves understanding a tailored strategy is included and better adapted for the desires and expectations of the client. Tangible details are tangible details, such as the appearance (work wear/uniforms), the decoration and the cleanliness of a structure, etc. (Kumar & Hundal, 2019).
This experience is focused on the expectations of the client. That is an external study of the expectations of the customer on the quality of its operation. Therefore, the emphasis is often on the needs of the consumer and is not on the measurement device or the perception of the company. In addition, when determining customer demands, the disparity between user desires and actual offerings should be taken into account (Njau & Mutinda, 2019).

2.3 Empirical literature Review

Empirical literature presents a review of published works such as books and periodicals of prior scholars related to performance management practices and service delivery of the national police service employees in Nairobi City County, Kenya. It is a comprehensive survey of the previous research related to the questions of the study. Although literature review can often have a wide scope covering many years, perhaps even centuries of material, the researcher needs to narrowly tailor the review, addressing only what directly concerns the research thesis question (Slavić & Leković, 2014). Despite the application of a systematic approach to earlier academic materials, literature review permits the researcher to place the study in an intellectual as well as a historical context, that is, it enables the researcher to declare the importance of the study.

2.3.1 Performance Planning and Service Delivery

Performance planning is a systematic and structured approach to successfully achieve the desired goals of an individual or team throughout the assessment year. Ayachi (2015) conducted an on-site research curriculum in Tunisia analysis on adult learning techniques. The reading matrix: the study explored whether the use of strategic planning and performance administration is related or not. The study analyzed 120 Jazan companies and collected data through a questionnaire. The studies have shown that the degree of strategic
planning is positively related to performance management. This finding is very important since it highlights the usefulness and advantages of practicing strategic planning in terms of performance management. The present study seeks to determine whether performance preparation has an effect on the Service Delivery of National Police Service employees in Nairobi City County, Kenya, provided that the above study has been performed in Jazan companies and cannot be generalized in the sense of the Kenyan NPS.

The study found that performance management process involves staff and managers to meet to clarify the expected results for the year and to establish goals that relate employees' work to departmental and organisational objectives. Objectives describe "what" workers are supposed to achieve. Managers and employees should strive to identify the goals of the S.M.A.R.T., which must be precise, observable, attainable, relevant and timely (Saqib & Baig, 2015).

According to the study carried out by Julian (2013) Activity Aid Kenya, concerning the relationship between strategic planning and the progress of NGOs in Kenya. The analysis was undertaken on the basis of a case study design. Data were gathered through immersive interviews with 5 partner organisations and 12 management personnel. The study findings revealed that strategic planning is related to corporate accomplishment directly. The study also concluded that the planning and implementation of services needs the growth, continuity and validity of the policy in terms of national contexts and global strategies and objectives. Since strategic planning and service delivery are the factors in analysis, the current study seeks to find out how performance management practices affect Service Delivery of National Police Service employees in Nairobi City County, Kenya using a cross-sectional sample (Sikora & Ferris, 2014).
According to the study carried out by Rehmdil, (2012) on job growth, the term Career Management for Career Preparation was used and described as a mechanism for allowing workers to better understand and improve their career skills and interests and to allow more efficient use of those skills and interests. Career preparation in the study is characterized as an intentional method by which someone becomes conscious of personal abilities, desires, experience, motivation and other characteristics: and carries out action plans to accomplish specific objectives.

2.3.2 Performance Coaching and Service Delivery

Coaching is a form of collaboration between the worker and the mentor, which concentrates on strengthening the talents of the employee and maximizing the full capacity of the employee.

Studies by Tung (2016) have shown that coaching is also a replacement for performance improvement, especially negative feedback, on new insights on human resources management within the global context. Coaching is a form of collaboration between the worker and the mentor, which concentrates on strengthening the talents of the employee and maximizing the full capacity of the employee. Coaching helps to unblock the workers' success potentials. The coaching method ultimately does not educate employees, but rather induces them to understand. In Wamensa's (2016) view Coaching is about improving the skills and talents of a person to enhance its job efficiency and finally to meet the organization's goals.

The studies have shown that coaching is a relatively transient practice based on optimizing results and enhancing skills for individuals. The effectiveness of the coaching activity in a
business depends, according to Bwengi (2015), on the cultural context and the attitudes of the staff towards coaching. The Developed model, though, defined the best coaching practices. The GROW model reflects expectations, truth, decisions and the workers are employed in all four of the GROW model) and their knowledge and understanding about their ambitions, current circumstances, values, prospects and resources and activities to accomplish their personal and professional goals is strengthened (Wushe & Shenje, 2019).

The impact of coaching on employee performance among Standard Chartered Bank Kenya Limited workers was investigated in a study by (Muriithi, 2016). The research thesis performed a descriptive analysis and used a systematic survey and purposeful sample for a sample of 140 out of the 200 frontline sales populations. Data was collected and analyzed using SPSS using questionnaires. The results found that a formal coaching strategy has more impact on the success of workers. Although the reports are accompanied by lias (2017). In this segment, coaching affects the service delivery of national police services in Nairobi, Kenya, since banking and defence are two very distinct fields. Their analysis needs to examine how performance evaluation systems are conducted.

Locke and Latham (2012) define an efficient motivational method and improve management efficiency as a standardized coaching schedule and goal description, as is universal. Anderson (2012) observed that it enhances the efficiency of the employee by integrating target setting with audience comment and praises. The goal environment in accordance with feedback has also been shown to improve managerial interview efficiency (Nemeroff, 2011). Effective accomplishment of goals may be undermined by disturbances, unless sufficient self-regulation is used to deal with desired tasks contrary to the targets decided on by staff and coaches (Gollwitzer, 2010). While there are several social-psychological factors relevant
to the aim, the intensity of the desire to carry out a person is expected to have a positive impact on self-regulation (Bandura, 2012).

**2.3.3 Performance Assessment and Service Delivery**

In a study by Iqbal, Ahmad, Haider and Batool (2013) analyzed the effects of the performance appraisal on Dera Ghazi Khan Banks. The research thesis used a descriptive research design and a sampled 150 respondents from which data were obtained with a questionnaire and analyzed with IBM SPSS and Amos softares. The results of the analysis indicate that performance appraisal and employee performance are closely related. Motivation demonstrates also that the results of performance appraisal and employee performance are greatly moderated.

In the practice of KRA workers in Nairobi, M'mbui (2011) investigated the impact of the performance appraisal on employee satisfaction. The research design adopted was of a case study. A stratified random sampling was used to select 122 respondents. The thesis used and evaluated both primary and secondary data through descriptive and inferential analysis. The findings of this analysis indicate that a performance assessment helps both individual staff and the company as a whole to accomplish their targets. However, the success appraisal has proved to not help satisfy jobs. As the dependent variable of this analysis was employee satisfaction, the present study aims to figure out how performance management affects the service delivery.

The effects of performance evaluations have been explored by Muriuki (2016) by following a descriptive survey design for the morale of workers in Eastern African departments, jobs and social security. 120 respondents were chosen by simple random sampling technique
which included senior management, middle level management and lower level staff. The data have been obtained and analyzed using SPSS software using a questionnaire. There was a clear positive association among evaluation of employee performance and employee morale between workers in the Ministry of Labor, the Culture of East Africa and Social Security. Nevertheless, the study centered on the morale of the workers, and thus the new study measures the effect on service quality for employees in Nairobi City County, Kenya.

Performance Assessment is an annual review of the results of staff which consists of a structured assessment framework which measures the productivity of the organization. Review by Chaponda, (2014), The impact of employee incentive performance evaluation: The study of Nairobi-based slum-based NGOs, the studies showed that an appraisal should not be treated as a purpose in itself but as an essential mechanism within a wider performance management framework, connecting organisation, day to day, professional development goals Evaluations also include a summary of the assessment of the previous years and a qualification evaluation (Khor, Levy, & Marshall, 2011).

Assessing and monitoring the performance of staff is not a casual endeavor. It's a continuous and often dynamic operation. However, it is the primary duty of those holding positions who oversee others (Zhang, 2012). Correctly performed, employee performance evaluation is a method that helps promote the running of the company, reward workers for successful performance, facilitate career growth, and provide personnel with guidance for change. It is founded on the assumption that if workers excel, the boss will also succeed. (Dobre, 2013).

In order to organize an organisation efficiently, companies need to reconsider how they recruit, train and compensate their workers so that employees can be motivated to compete.
Undoubtedly, human beings are the most significant elements in organisations. Investing in workers is one of the major management techniques of the companies. Companies strive to grow, encourage and enhance their workforce productivity in many applications for human resources? (Gungor, 2011). The performance assessment should also be an important step in the company's HRM framework and should impact employee efficiency and organisational results.

2.3.4 Performance Recognition and Service Delivery

Performance recognition is the prompt, informal or formal acknowledgment of the actions, commitment and performance of an individual or team that promotes the goals and values of the organisation and clearly exceeds usual standards.

According to empirical studies by Alam, (2013), Employee appreciation is a timely, informal or organized appreciation of an employee or a team's behaviour, programme or result that supports the company's priorities and principles and clearly exceeds normal standards. This method includes understanding employees' efforts and all places where improvement is necessary. During this process, the boss and the employee should explore means of making changes. Management can also be open to items that can be achieved better in the attempt to support the employee. As far as milestones are concerned, workers can obtain rewards orally and/or in the form of incentives or promotions (Obiekwe, 2016).

Employees respond to gratitude at work particularly when it is conveyed by acknowledgment of their accomplishments because it reinforces that their work is appreciated. A quick thank you goes a long way and not only can it make workers feel comfortable, but it will help the company in the end (Bradler & Non, 2016). Prioritizing the
acknowledgement of workers guarantees a healthy, efficient and creative organisational environment. People who are respected are more optimistic towards themselves and their willingness to contribute. People with high self-esteem can be the best workers. (Heathfield, 2017)

The results of the study revealed that recognition is the identity or recognition granted for something (Brun & Dugas, 2008). Workers must be respected and appreciated for the excellent work that they do and their contribution to the organisation. Harrison (2013) has added in his paper "Why Employee Appreciation is so Critical" that human resources are created from the relative sheer product distribution (for example the personnel guide) at one end and pure service (for example, leadership training) of the other (Lengnick Hall, 1999).

It can be demonstrated by the inspiration of workers to do the right thing that knowing systems are a productive way of aligning efforts with policies (Hollenbeck, & Jamieson, 2015). It is necessary to understand the psychology of commending employees for their good work, to apply employee importance themselves, and to encourage others to take part in work relationships to satisfy these managers. In other words, individual development plans (IDPs) are an optimal way to focus on an entity. Recognition is a mere necessity for people. Employees respond to their good work by thanking them, which reinforces their appreciation for their work.

2.3.5 Government Policy and Service Delivery

Government Policy are guidelines written to ensure a job is completed in compliance with the framework defined. In a study, Donrell (2004) suggests that the analysis of a firm should be based on its resources rather than on its products and argues that skilled personnel,
machinery, efficient procedures, and capital lay a foundation for sustaining good delivery of services. Security organisations ought to devote sufficient resources to sustain their systems in order to accomplish the targets in order to be both simple and competitive, since inefficiency is likely to struggle miserably (Sugarman, 2010). Inappropriate funds hinder KPF's attempts to meet its mission are among the threats to the National Police Service. (GoK, 2001).

The factors affecting the delivery of service among Kenya Police workers in Nairobi City County are addressed in a study by Mboroki (2012). The research thesis explored the impact of service delivery on recruitment, employees' health, job stress and management. The research thesis employed sampling methods and data, both with near ended and with open ended questionnaires, for probability and non-probability. The study indicates that these key delivery factors are ignored to some extent and the provision of resources thrive as recruiting, workplace wellbeing, stress and management are strengthened. The study did not examine the moderating impact of the public policy on the power of quality management and service delivery mechanisms to Nairobi, County, Kenya national police personnel.

Koech (2016) has also looked at internal factors impacting service quality in a descriptive study of Kenya police departments in Kitui County. The study used a stratified random survey to pick 138 participants out of a total of 460 workers. SPSS data have been evaluated and it has shown that the Kenya Police Service’s leadership, finances, culture and structure affect service provision. The research thesis did not investigate how government policy influences the effect of performance improvement and the delivery of service to national police personnel in the County Nairobi, Kenya, and therefore the aim of this study is to fill the void.
2.3.6 Performance Management Practices and Service Delivery

Study Raza & Dahri (2020) on the quality, satisfaction and loyalty of online banking services: revised e-SERVQUAL model and banking management are placed under pressure to suggest that they deliver customers with an emphasis on their offerings and continued improvement on production. In view of banks' financial and capital constraints, it is critical that customer satisfaction is met and measured appropriately, and that any shortcomings in customer satisfaction in service quality are found. This knowledge allows the manager to find cost-effective ways to bridge quality differences in programmes and prioritise which gaps to concentrate on essential decision-making due to scarce resources. SERVQUAL Model is a mainstream model of quality service analysis and the most common application of marketing research, as well as in other industries such as hospitality and economy.

Studies by Njau and Mutinda (2019) it suggested that customer loyalty has a substantive and direct effect on the efficiency and profitability of the company. Satisfied consumers form the backbone of any profitable company as customer retention contributes to re-purchase, client loyalty and a strong word of mouth. To some degree, the implications of a lack of customer loyalty need to be taken into consideration. Dissatisfied customers may plan to discontinue the purchase of a product or service; report to a company or a third party and maybe refund the item or indulge in a negative word of mouth contact. From the summarization of various prior researches on pleased and disappointed consumers. The study concluded that satisfaction had an effect on repurchase plans, while disappointment was seen as the primary cause for consumer defection or discontinuation of purchasing.

Research by Kang & Kim (2015) Effect of supervisory assistance on the corporate engagement, job quality and turnover plans of frontline hospitality workers. In this study,
650 questionnaires were circulated, of which 413 eligible questionnaires were returned. In addition, this study has included interviews with five native branch managers. Data indicates that once consumer preferences are substantially as well as positively linked to hotel results, customer satisfaction and loyalty was high and there were few grievances as a result. The study found that this aspect builds reputation and confidence for clients, which is regarded by competent competence, outstanding technical knowledge, courtesy attitude and strong communication skills, so that consumers can believe in the standard of the firm's services.

2.4 Summary of Empirical Literature Review and Research Gaps

Table 2.1: Summary of Empirical Literature Review and Research Gaps

<table>
<thead>
<tr>
<th>Author</th>
<th>Study</th>
<th>Findings</th>
<th>Methodology</th>
<th>Identified Gaps</th>
<th>Focus of the Proposed Study</th>
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<tbody>
<tr>
<td>Mboroaki (2012)</td>
<td>Factors influencing service delivery among Kenya Police Service employees in Nairobi City County.</td>
<td>Learning, worker safety, workplace tension and the type of management working in the service affect the delivery of services.</td>
<td>Adopted probability and non-probability sampling methods. Data was collected using both close ended and open ended questionnaires</td>
<td>The research thesis did not investigate the performance management for the service delivery of the National Police Service in Nairobi City County, Kenya</td>
<td>The effect of performance evaluation mechanisms on the Nairobi City County, Kenya Service delivery of the National Police Service.</td>
</tr>
<tr>
<td>(Korir &amp; Bengat, 2015)</td>
<td>Performance management and public service delivery in Kenya.</td>
<td>This paper addresses concerns relevant to performance improvement in public sector</td>
<td>Qualitative study.</td>
<td>The study did not highlight solving the service delivery gaps on Reforming the public sector in</td>
<td>The influence of performance management practices on Nairobi City County, Kenya Service delivery of</td>
</tr>
<tr>
<td>Author(s)</td>
<td>Title</td>
<td>Focus</td>
<td>Methodology</td>
<td>Findings</td>
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<tr>
<td>Koech (2016)</td>
<td>Internal factors that influence the delivery of service within the Kenya Police Service in Kitui County</td>
<td>Leadership, resources, culture, and structure of the Kenya Police Service influence service delivery.</td>
<td>Descriptive survey. Stratified random sampling. Analyzed data using SPSS.</td>
<td>The study did not examine how Government Policy impact on the influence of performance management practices and Nairobi City County, Kenya Service delivery of the National Police Service. Also established the moderating effect of Government Policy.</td>
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<tr>
<td>Mutua (2016)</td>
<td>Challenges of strategy implementation at the NPS of Kenya</td>
<td>Adequate financing, sufficient training resources, leadership, and timely funding influence strategy execution.</td>
<td>Case study; interactive interviews</td>
<td>Focused on challenges of strategy implementation at NPS ignoring influence of performance management practices</td>
<td></td>
</tr>
<tr>
<td>Source</td>
<td>Title</td>
<td>Research Method</td>
<td>Findings</td>
<td>Summary</td>
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<tr>
<td>Kenya Support Committee</td>
<td>workers was very optimistic Kenya Public Service Commission impact service delivery</td>
<td>Descriptive survey. Stratified random sampling</td>
<td>The side of the professionals, the significant mediating role of the job and performing workers in &quot;leadership-enhancing service delivery rather than government policies</td>
<td>The influence of performance management practices on Nairobi City County, Kenya Service delivery of the National Police Service.</td>
<td></td>
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<tr>
<td>Goven der, (2017).</td>
<td>Empowering leadership and municipal service delivery: A case study of a metropolitan municipality in South Africa.</td>
<td>The results indicate that leadership building is closely connected to employee efforts, efficiency and enhanced resources.</td>
<td></td>
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<tr>
<td>Obisan ya, &amp; Hassan, (2019).</td>
<td>Total Quality Management And Service Delivery In Selected Local Government In Nigeria</td>
<td>Employees should continue to be empowered so as to have more impact on service delivery</td>
<td>Study adopted descriptive research design.</td>
<td>The influence of performance management practices on Nairobi City County, Kenya Service delivery of the National Police Service.</td>
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<tr>
<td>Wushe &amp; Shenje, 2019).</td>
<td>This study sought to investigate the antecedent of employee engagement and their</td>
<td>A quantitative research design was adopted for this study.</td>
<td>This study shows that the role of workers mediates histories like successful leadership, recruitment and career but does not address</td>
<td>The influence of performance management practices on Nairobi City County, Kenya Service delivery of the National Police Service.</td>
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effect on public sector service delivery with reference to selected government departments in Harare. The contribution of workers to the relationship between the four ante ceased may serve as a variable to mediate employee success management.

Source: Researcher (2018)
2.5 Conceptual Framework

The conceptual model in Figure 2.1 below illustrates the influence that performance management systems have on the National Police Service as indicated; planning, coaching, evaluation and recognitions; police visibility and responsiveness, criminal intelligence; crime prevention; efficiency, expertise, reputation and empathy. In this case, the independent variable is the performance management systems; the national police service’s service delivery is the dependent variable and the government policy moderator.
Employee Performance
Planning
- Work design/classification
- Recruitment and selection
- Performance management
- Learning and development

Employee Performance
Coaching
- Employee relationship
- Coaching Opportunities
- Feedback
- Practice & Skill Development

Employee Performance
Assessment
- Results of self-evaluation
- Results of behavioral checklist
- Results of 360-degree feedback
- Results of management by objectives

Employee Performance
Recognition
- Team/department Reward
- Employee appreciation program
- Employee personal accomplishment
- Employee professional development

Service Delivery of the National Police Service in Nairobi City County, Kenya
- Visibility and Responsiveness
- Criminal Intelligence
- Prevention Of Crime
- Reliability
- Competence
- Credibility
- Empathy

Independent Variable
Figure 2.1 Conceptual Framework;
Source: Researcher (2020).
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The focus of this chapter was on research philosophy, research design, target population, sample size and sample technique. It emphasized on data collection instruments, data collection procedure, validity and reliability of research instruments, data analysis and presentation, diagnostic tests and ethical considerations.

3.2 Research Philosophy

Cooper and Schindler (2013) believes in collecting, interpreting and using data on a phenomenon. The study used positivism research design that dissociated the researcher from personal values and worked independently. Positivism Research Philosophy is the research philosophy that refers to the foundations of experience on which essential conclusions and predispositions of a thesis are centered (Macionis, 2012). If their observed social realities can be Quantified, positivists can test hypothesis arising from the theories. Positivism is also easy to forecast. This is because research draws on current theories and literature and establishes ideas and be validated by means of a theoretical research design (Kothari, 2015).

3.3 Research Design

According to Orodho (2012), the study used descriptive research design because the methodological approach employed quantitative approaches to address the research questions. This design was appropriate as it is critical in investigating the presence or absence of relationship between the variables. Creswell (2013) reports on how things are and where the data is gathered. Descriptive research design decides and reports how they are used to identify individuals, institutions, settings and phenomena (Orodho, 2012).
3.4 Target Population

Population is a well defined collection of individuals, resources, items, activities, groups of things or households under research (Mugenda and Mugenda, 2013). Target population is a universal collection of individuals, happenings or objects to which an investigator wishes to typically research all members of the actual or hypothesis set (Mugenda and Mugenda, 2013). The Target Population of the study consisted of 133 employees from the National Police Service in Nairobi County as of January 2021 under 10 selected police Formations. The 133 employees are senior employees in their area of operations and are also knowledgeable on the areas performance practices and service delivery in National Police Service.

Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Kenya police formations in Nairobi City County</th>
<th>Target Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 General Service Unit (GSU):</td>
<td>17</td>
</tr>
<tr>
<td>2 Administration Police</td>
<td>19</td>
</tr>
<tr>
<td>3 Directorate of Criminal Investigation:</td>
<td>14</td>
</tr>
<tr>
<td>4 Traffic Police Department:</td>
<td>18</td>
</tr>
<tr>
<td>5 Kenya Police Air Wing:</td>
<td>8</td>
</tr>
<tr>
<td>6 Kenya Railways Police:</td>
<td>15</td>
</tr>
<tr>
<td>7 Kenya Police Dog Unit:</td>
<td>9</td>
</tr>
<tr>
<td>8 Tourist Police Unit:</td>
<td>10</td>
</tr>
<tr>
<td>9 Kenya Airports Police Unit:</td>
<td>11</td>
</tr>
<tr>
<td>10 Diplomatic Police Unit</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>133</strong></td>
</tr>
</tbody>
</table>

Source: National Police Service, (2020)
3.5 Sample Size and Sample Technique

Kothari (2011) says that a sample is a subset of a statistical population from which data on the target population are obtained, summarized, analyzed and subsequently extracted. As such a good example of the populations from which it is taken should logically be symbolic (Oso & Onen, 2009). 133 employees from the National police service were sampled from the 10 police formations in Nairobi City County, Kenya, and census approach was adopted and all of them were considered in the study and employees from the National police service in Nairobi City County were the respondents.

3.6 Data Collection instruments

Creswell (2013) states that data collection was described as a means for gathering evidence from chosen investigating subjects. Data collecting is basically how knowledge is gathered; each researcher has two basic data collection techniques, primary and secondary respectively; primary data is gathered from the original source directly, while data from surveys and publication indirectly are considered secondary data (Summer, 2013). The questionnaire is a method for answering the same series of questions for a number of people, states Bell (2010). Taking account of its benefits, the questionnaire was used in the study. A semi-structured questionnaire was used in the study. Both closed and open-ended questions were used in the questionnaires. The closed questions entailed 5-point Likert scale questions. The questionnaire was divided into seven sections. Section one was used to collect data on the socio-demographic characteristics of the study participants, while section two to five had questions related to the study variables.
3.7 Data Collection Procedure

According to Kothari, (2011), the questionnaires were self-administered to all respondents and were dropped in person and collected by the researcher after a week to allow the respondents ample time to fill in the questionnaire. Mobile phone follow-ups were also used to increase the response rate; the questionnaire was followed by an introduction letter containing an appropriate report on the research thesis under study which was signed by the Authenticity Researcher. Respondents were informed of the confidence of their names and replies and that the answers were used exclusively for scholarly research purposes.

3.7.1 Validity of Research Instruments

The validity applies to the degree to which data and logic justify the analysis of test scores concerning the suggested test uses (Shields & Rangarjan 2013). It also applies to the ways in which the data collection and interpretation of study captures the studied reality. Validity of content: Sekaran says (2013). The validity of the material of an instrument is enhanced by expert appraisal. It is a matter of whether a device protects a subject sufficiently. The validity of content is boost, according to Orodho (2012), by correctly evaluating the importance of the content used by qualified judges in the questionnaire. Pearson Product Correlations performed the questionnaire's validity test via SPSS. If the entry in the questionnaire compares to the overall score, the items are correct. Validity makes it possible to deduce meaningfulness from the phenomena.

3.7.2 Reliability of Research Instruments

The reliability of an instrument refers to the ability to produce consistent and stable measurements. Reliability can be seen from two sides: reliability which is the extent of accuracy and unreliability which is the extent of inaccuracy. The most common reliability
coefficient is the Cronbach’s alpha which estimates internal consistency by determining how all items on a test relate to all other items and to the total test - internal coherence of data (Bagozzi, 1994). The reliability is normally expressed as a coefficient between 0 and 1.00. If the coefficient is higher, the test is considered sufficiently reliable. In this study, Cronbach’s Alpha of between 0.5 – 1 was considered acceptable.

In this study, reliability was ensured through pilot testing on a sample of 13 respondents. This represents 10% of the sample as recommended by Kothari, (2015) these were however not included in the study. The 13 respondents were selected from 133 Kenya National Police Service employees in Nairobi County. From the findings, the Overall coefficient was 0.74840 as shown in table 3.2; this implies that the coefficient was higher than 0.70 threshold, showing that the instruments were reliable. Validity shows the degree to which a test measures what it purports to measure. The language used on the questionnaire was kept simple to avoid any ambiguity and misunderstanding. The validity of the instrument was established by expert input

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach’s</th>
<th>No of Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Planning</td>
<td>0.78499</td>
<td>5</td>
</tr>
<tr>
<td>Performance Coaching</td>
<td>0.77237</td>
<td>5</td>
</tr>
<tr>
<td>Performance Assessment</td>
<td>0.73021</td>
<td>5</td>
</tr>
<tr>
<td>Performance Recognition</td>
<td>0.72349</td>
<td>5</td>
</tr>
<tr>
<td>Overall</td>
<td>0.74840</td>
<td></td>
</tr>
</tbody>
</table>

3.8 Data Analysis and Presentation

Data interpretation applies to the analysis and interpretation and inferential analysis. The data obtained for analysis was reviewed for any mistakes and omissions, coded, described
and then entered in the Statistical Package for Social Science (SPSS Version 24); It was also be analyzed for the identification of irregularities and checking of any assumptions measured (Creswell & Clark 2013; Sekaran, 2013).

In the form of tables and essays, the data presentation is an instrument for summarizing, coordinating and supplying information using a range of tools, such as charts, distribution diagrams, histograms and diagrams (Schindler2002). Data may be provided in the form of quantitative analyses and qualitative assessments. Tables consist of mean and standard deviation values to calculate empirical findings with quantitative reports (Saunders& Thornhill, 2013). The degree of response frequency was comprehended by ratio, average and standard deviations. To show the response rate and promote comparison, table should be used. Qualitative findings were conveyed in the form of an article and were explored in conjunction with the research thesis aims associated with the theoretical and methodological studies (Bryman & Bell, 2015).

Inferential statistics include both correlation analysis, ANOVA and regression analysis to show the strength of the relationship between Performance Management Practices and Service Delivery of the National Police Service employees in Nairobi City County, Kenya. The multiple linear regression models to test for the link between the dependent and independent variable were:

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

Where:

\[ Y = \text{Service Delivery of the National Police Service employees in Nairobi City County, Kenya} \]

\[ X_1 = \text{Performance Planning} \]
\[ X_2 = \text{Performance Coaching} \]
\[ X_3 = \text{Performance Assessment} \]
\[ X_4 = \text{Performance Recognition} \]

\[ \beta_0 = \text{The constant (intercept) which is the value of dependent variable when all the independent variables are zero.} \]

\[ \beta_0 + \beta_1, \beta_2, \beta_3, \text{and } B_4 \text{ = regression constants/coefficients induced by } X_1, X_2, X_3 \text{ and } X_4 \text{ on } Y. \]

\[ e = \text{the error term.} \]

**3.8.1 Regression Model to Test for Moderation**

The fifth objective of this analysis was to assess the moderating influence of the Government Policy on the effects of performance management practices on the service delivery of employees of the National Police Service in Nairobi City, Kenya. The three-stage approach suggested by Fairchild and Mr. McKinnon (2009) would be used to evaluate government policy moderation; the regression model to be tested for moderation that corresponds to the fifth objective as seen in Figure 3.1 below.
Where:

$Y =$ Service Delivery of the National Police Service employees in Nairobi City County, Kenya

$X_1 =$ Performance Planning

$X_2 =$ Performance Coaching

$X_3 =$ Performance Assessment

$X_4 =$ Performance Recognition

Step 1: The relationship between the explanatory variable (performance management practices) and the predictor variables is calculated with Model 3.3. (Service Delivery of the National Police Service employees in Nairobi City County, Kenya).

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \]  \hspace{1cm} (3.3)
Step 2: The correlation between the explanatory variable (NPS service delivery) and the moderating variable was approximated by Model 3.4 (Government Policy).

\[ Y = \beta_0 + \beta_1 \text{PMP} + \beta_2 \text{LeST} + e \] .................. (3.4)

Where:

PMP= Performance Management Practices
LeST= Government Policy

Step 3: The interplay of contingent variable (the National Police Delivery Service) and predictor variables (the process of management of performance) and mediating variable was determined by using Model 3.5 (Government Policy).

\[ Y = \beta_0 + \beta_1 \text{PMP} + \beta_2 \text{LeST} + \beta_3 \text{PMP} \times \text{LeST} + e \] .................. (3.5)


The decision criteria were as illustrated in table 3.3 below;

3.9. Diagnostic Tests

This is necessary to check if the tools for data collection are correct, and if problems collection is to resolve the set of judges. Diagnostic examinations included normality assumption, multi-linearity tests, autocorrelation tests and heteroscedasticity test. The normality is checked using the Shapiro-Wilk and Kolmogorov-Smirnov screening tests for Kurtosis and Skewness for uniformity and maximum distribution, to check the normality of this analysis. In order to show standard univariate distributions, asymmetry and kurtosis between-2 and +2 were considered appropriate (Kothari, 2014).

The multi-collinearity measure, according to Dunn (2010), is an estimation of the correlation degree of the independent variables. The Variance Inflation Factor (VIF) was included in
the present analysis. Where $VIF = 1/(1-R^2)$; $R^2$= Decision Coefficient. As a rule of thumb, if all of the VIFs are greater than 10, multi-collinearity is substantially high and is thus poorly measured. The vector is then dropped from the model. If 5-VIF-10, then multi-collinearity is mild, then multi-collinearity is trivial if 5-VIF.

Homoscedasticity means that errors differ continuously. Heteroscedasticity, a breach of homoscedasticity, makes it impossible to calculate the standard deviation of the true forecast deviations, and the effect is typically too small or too broad. In order to search for convergence, Breusch-Pagan test was conducted.

Creswell and Clark (2013) explain the relationship between a time series and the principles of the future and its history. In order to confirm the autocorrelation, the analysis would use the Durbin Watson test. Durbin Watson varies from 0 to 4 such that if $d=2$ then the issue of autocorrelation does not occur and if $d<2$ then positive / permanent autocorrelation persists.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Nature of Variable</th>
<th>Indicator</th>
<th>Operationalization</th>
<th>Type of Scale</th>
<th>Measurement Scale</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Delivery of the National Police Service</td>
<td>Dependent variable</td>
<td>Police visibility and responsiveness Criminal intelligence Prevention of crime Reliability Competence Credibility Empathy</td>
<td>Job-related tasks at the NPS and how effectively they are carried out.</td>
<td>Ordinal scale</td>
<td>Monadic scale</td>
<td>Question 12</td>
</tr>
<tr>
<td>performance planning</td>
<td>Independent variable</td>
<td>Classification and configuration of the work</td>
<td>Coping with confusion by action plans in the Nairobi</td>
<td>Ordinal scale</td>
<td>Monadic scale</td>
<td>Question 6</td>
</tr>
<tr>
<td>Performance Coaching</td>
<td>Independent Variable</td>
<td>Selection and recruitment Management of performance Education and growth</td>
<td>City County, Kenya, to achieve such NPS outcomes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------</td>
<td>----------------------</td>
<td>------------------------------------------------------------------------</td>
<td>--------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Creating employee relationships. Identifying coaching opportunities. Approaching with feedback. Practice and skill development. Reinforcement.</td>
<td>Directing, instructing and training NPS with the aim to achieve some goal or develop specific skills.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>The annual evaluation of the Service Delivery of the National Police Service employees in Nairobi City County, Kenya</td>
<td>Ordinal scale</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rewarding employee of the month/year Rewarding departments/teams. Employee appreciation program. Employee personal accomplishment. Employee professional development.</td>
<td>Ordinal scale</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>timel, informal or formal acknowledgment of the actions, commitment and outcome of an entity or team that promotes the aims and values of the organization and clearly exceeds usual expectations</td>
<td>Ordinal scale</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government Policy</td>
<td>Moderating Variable</td>
<td>Changing Police Image &amp; Culture</td>
<td>The guidelines are written to ensure a job is completed in</td>
<td>Ordinal scale</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Question 7

Question 8

Question 9

Question 10
Personnel management and welfare
Implementation of police reforms
Application of ICT in policing work
Community policing

compliance with the framework defined.

Source: researcher (2018)

3.10 Ethical Considerations

Before embarking on the research thesis, the researcher obtained a research license from Kenyatta University, Nairobi County Government and NACOSTI. The consent of the target respondents to take part in the research was obtained to comply with Creswell & Clark's Code of Ethics to protect participants' privacy and autonomy (2009). All data obtained for this analysis was handled with utmost anonymity, and the researcher ensured that he obtained input on the findings of the study which he deemed to be beneficial to the respondents.
CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATIONS

4.1 Introduction

This chapter discussed the analysis, interpretation and presentation of the findings. The main objective of this study was to determine the influence of Performance Management Practices on Service Delivery of Kenya National Police Service in Nairobi County, Kenya. Data was analyzed using descriptive techniques such as means, standard deviation and frequencies. The inferential statistics (correlation and regression analysis) was done to establish the relationship between variables. Data was presented in charts and tables for ease of analysis and interpretations of findings.

4.2 Response Rate

As indicated in Table 4.1, the findings indicated that out of the 133 respondents on the sample population, 109 respondents responded and returned the questionnaires for analysis. This constitute to 81% of the response rate, This commendable response rate was made a reality after the researcher made personal calls and visits to remind the respondents to fill-in and return the questionnaires. This implies that a sufficient response rate for the study. Cooper and Schindler (2014) indicated that a response rate of 50%, 60% or 70% of the response rate is sufficient for a study.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questionnaires Distributed</td>
<td>133</td>
<td>100</td>
</tr>
<tr>
<td>Questionnaires Completed</td>
<td>109</td>
<td>81.9</td>
</tr>
<tr>
<td>Uncompleted Questionnaires</td>
<td>24</td>
<td>18.1</td>
</tr>
</tbody>
</table>
4.3 Background Information of the Respondents

4.3.1 Gender of the Respondents

The respondents were requested to indicate their gender. From the findings in Figure 4.1, majority 61.5% were male while 38.5% were female. This implied that there were more male than female respondents involved in the study. The findings demonstrated that male respondents were more than female employees in Kenya National Police Service in Nairobi County. These were not in line with that of Saunders, Lewis, & Thornhill, (2013). Gender equality, equality between men and women, entails the concept that all human beings, both men and women are free to make choices without the limitations set by stereotypes, rigid gender roles and prejudices.

![Gender of the Respondents](image)

**Figure 4.1: Gender of the Respondents**

4.3.2 Respondents Highest Level of education

As tabulated in figure 4.2, majority of the respondent had attained diploma level education with 44.95%, followed by certificates education at 39.45% while only 15.60 % had attained
university degree level of education. The findings demonstrated that the respondents were educated to give the right information and feedback.

**Figure 4.2: Level of education**

![Bar chart showing level of education](chart.png)

<table>
<thead>
<tr>
<th>Level of education</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>43</td>
<td>39.45%</td>
</tr>
<tr>
<td>Diploma College</td>
<td>49</td>
<td>44.95%</td>
</tr>
<tr>
<td>University</td>
<td>17</td>
<td>15.60%</td>
</tr>
</tbody>
</table>

**4.3.3 Respondent’s Years of Service**

Respondents were requested to indicate the number of years they have been in service at the Kenya National Police Service. From the findings as indicated in Table 4.4, majority of the respondents indicated that they had been in service at Kenya National Police Service for over 9 years, 6-8 years, 3-5 years and 0-2 years as indicated by 43.12%, 31.19%, 21.10% and 4.59% respectively. This clearly indicated the respondents had worked long enough in the Kenya National Police Service and were well vast with the issues that were asked about the national police force.
Table 4.2: Respondent’s years of service

<table>
<thead>
<tr>
<th>Years of Service</th>
<th>Frequency</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>9-Above</td>
<td>47</td>
<td>43.12%</td>
</tr>
<tr>
<td>6-8 Years</td>
<td>34</td>
<td>31.19%</td>
</tr>
<tr>
<td>3-5 Years</td>
<td>23</td>
<td>21.10%</td>
</tr>
<tr>
<td>0-2 years</td>
<td>5</td>
<td>4.59%</td>
</tr>
<tr>
<td>Total</td>
<td>109</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

4.3.4 Kenya police formations in Nairobi City County

The study sought on the respondent’s current Kenya police formations that are working in Nairobi City County. From the findings as indicated in Table 4.5, majority of the respondent were working in Administration Police 17.43% of the respondents, 12.84% of the respondents were working in General Service Unit (GSU):, 6.42% of the respondents were working in Directorate of Criminal Investigation, 11.93% of the respondents were from Traffic Police Department with 7.34% ,10.09%, 8.26%, 9.17% ,10.09% and 6.42% of the respondents were from Kenya Police Air Wing, Kenya Railways Police: ,Kenya Police Dog Unit: ,Tourist Police Unit, Kenya Airports Police Unit: and Diplomatic Police Unit respectively .From the findings this implies that all the key department in the National Police Service were represented.
Table 4.3. Kenya Police formations in Nairobi City County

<table>
<thead>
<tr>
<th>No.</th>
<th>Kenya police formations in Nairobi City County</th>
<th>Target Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>General Service Unit (GSU):</td>
<td>12.84%</td>
</tr>
<tr>
<td>2</td>
<td>Administration Police</td>
<td>17.43%</td>
</tr>
<tr>
<td>3</td>
<td>Directorate of Criminal Investigation:</td>
<td>6.42%</td>
</tr>
<tr>
<td>4</td>
<td>Traffic Police Department:</td>
<td>11.93%</td>
</tr>
<tr>
<td>5</td>
<td>Kenya Police Air Wing:</td>
<td>7.34%</td>
</tr>
<tr>
<td>6</td>
<td>Kenya Railways Police:</td>
<td>10.09%</td>
</tr>
<tr>
<td>7</td>
<td>Kenya Police Dog Unit:</td>
<td>8.26%</td>
</tr>
<tr>
<td>8</td>
<td>Tourist Police Unit:</td>
<td>9.17%</td>
</tr>
<tr>
<td>9</td>
<td>Kenya Airports Police Unit:</td>
<td>10.09%</td>
</tr>
<tr>
<td>10</td>
<td>Diplomatic Police Unit</td>
<td>6.42%</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>

4.5 Descriptive Analysis

Descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire or a sample of a population. Descriptive statistics are broken down into measures of central tendency and measures of variability spread. Measures of central tendency include the mean, median and mode, while measures of variability include the standard deviation, variance, and the minimum and maximum variables (Sekaran & Bougie, 2013).

4.5.1 Employee Performance Planning

The study sought on the extent to which respondents agreed on the given statements that relate to the influence of employee performance planning on Service Delivery of Kenya National Police Service in Nairobi County, Kenya results presented on Table 4.6. From the findings, majority indicated that NPS uses employee performance planning to enable
employees achieve their performance goals which was supported by a mean score of 3.90 and standard deviation of 1.04. The study found out that top leadership of NPS are aware of employee performance planning, and actively promote it in the service which had a mean score of 3.91 and a standard deviation of 1.04. To a moderate extent the respondents agreed that Employee performance planning help them to cope with uncertainty by formulating courses of action that we use to achieve specified results with a mean score of 3.80 and standard deviation 0.79 from the study findings it was observed that employee performance planning, employees agree on expected performance objectives mutually that enables service delivery. From the study findings this implies that a performance improvement plan lays out the steps an employee, who is underperforming, needs to take to upgrade his or her performance.

The study findings were in agreement with those of Tung (2016) that process of identifying the goals of an individual or organization and planning the best ways to achieve them. It focuses on underpinning the growth of employees and helping their career development.
Table 4.4: Employee Performance Planning

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>Std</th>
</tr>
</thead>
<tbody>
<tr>
<td>NPS uses employee performance planning to enable employees achieve their performance goals</td>
<td>109</td>
<td>3.90</td>
<td>1.04</td>
</tr>
<tr>
<td>Top leadership of NPS are aware of employee performance planning, and actively promote it in the service</td>
<td>109</td>
<td>3.91</td>
<td>1.04</td>
</tr>
<tr>
<td>Employee performance planning help us cope with uncertainty by formulating courses of action that we use to achieve specified results</td>
<td>109</td>
<td>3.80</td>
<td>0.79</td>
</tr>
<tr>
<td>NPS explicitly recognizes employee performance planning as a key element in its overall performance</td>
<td>109</td>
<td>4.05</td>
<td>0.81</td>
</tr>
<tr>
<td>Employee performance planning helps us to achieve our goals and deliberate on the expected level of performance for our jobs</td>
<td>109</td>
<td>3.94</td>
<td>0.90</td>
</tr>
<tr>
<td>In employee performance planning, employees agree on expected performance</td>
<td>109</td>
<td>4.25</td>
<td>1.03</td>
</tr>
<tr>
<td>Employee performance planning is the cornerstone of performance management at NPS</td>
<td>109</td>
<td>3.94</td>
<td>0.88</td>
</tr>
</tbody>
</table>

4.5.2 Performance Coaching

Respondents were requested to rate how Performance Coaching elements are practiced in Kenya National Police Service. As shown in the table 4.7 below the mean scores obtained shows that the respondents strongly agreed that NPS usually invites motivational speakers to talk to its employees about performance management which enables them understand performance gaps, supported by a mean of 4.08 and standard deviation 0.99. The study findings established that NPS usually organizes seminars and workshops on performance management and encourage its staff to attend to and enhance on service delivery within the county.
The study findings revealed that NPS in some cases, calls in coaches when an employee’s poor performance is well beyond redemption which supported by a mean score of 4.09 and standard deviation of 0.77. To a moderate extent the respondents agreed that Coaching increases employees' job satisfaction and performance which was supported by a mean score of 3.75 and standard deviation of 0.97. The study further established that Coaching increases competencies and achievement of self-set goals due to the realized gaps which had a mean score of 4.02 and standard deviation 0.94. From the study this implies that the goal of coaching is to work with the employee to solve performance problems and to improve the work of the employee, the team, and the department. The study findings were in agreement with those of Oluoch, (2014) that receiving coaching report positive impacts in areas such as work performance, communication skills, productivity, well-being, and business management strategies.

**Table 4.5: Performance Coaching**

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>StdD</th>
</tr>
</thead>
<tbody>
<tr>
<td>NPS usually invites motivational speakers to talk to us about performance management</td>
<td>109</td>
<td>4.08</td>
<td>0.99</td>
</tr>
<tr>
<td>NPS usually organizes seminars and workshops on performance management and encourage its staff to attend</td>
<td>109</td>
<td>3.97</td>
<td>0.86</td>
</tr>
<tr>
<td>NPS in some cases, calls in coaches when an employee’s poor performance is well beyond redemption</td>
<td>109</td>
<td>4.09</td>
<td>0.77</td>
</tr>
<tr>
<td>NPS uses coaching to assist and support employees when they are promoted to top leadership positions</td>
<td>109</td>
<td>4.00</td>
<td>0.98</td>
</tr>
<tr>
<td>Coaching increases employees' job satisfaction and performance</td>
<td>109</td>
<td>3.75</td>
<td>0.97</td>
</tr>
<tr>
<td>Coached employees usually outperform un-coached employees</td>
<td>109</td>
<td>4.21</td>
<td>1.08</td>
</tr>
<tr>
<td>Coaching increases competencies and achievement of self-set goals</td>
<td>109</td>
<td>4.02</td>
<td>0.94</td>
</tr>
</tbody>
</table>
4.5.3 Performance Assessment

The respondents were required to indicate the extent of the influence of performance assessment on Service Delivery of Kenya national police service in Nairobi County, Kenya. Using a scale of 1 to 5 Mean and standard deviation were calculated for ease of comparison and generalization of findings as indicated in Table 4.8 the respondents strongly agreed that employee performance assessment at NPS evaluates the quality of an employee’s performance on the service delivered to the public which had a mean score of 4.05 and standard deviation 0.99. The study findings indicated that Employee performance assessment at NPS is an important process within a broader performance management process that links; NPS objectives, day to day performance, professional development, rewards and incentives to motive the employees which were supported by mean score of 3.87 and standard deviation of 0.84.

The study findings revealed that employee performance assessment at NPS takes feedback from co-workers and clients into consideration, in addition to observations by top leadership with a mean score of 4.08 and standard deviation 0.79. To a moderate extent the respondents agreed that Employee performance assessment at NPS is a continuous and, sometimes, complex process implying that it requires a close examination from all the departments. The study findings established that Employee performance assessment at NPS requires employees to complete an evaluation of their own performance that is then discussed during the evaluation and compared to the official evaluation with a mean score of 4.11 and standard deviation of 1.03. This implies that effective communication between employees and employers is very important. The study findings were in line with those of Paile, (2012). that
Performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development.

Table 4.6: Performance Assessment

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>Std</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee performance assessment at NPS evaluates the quality of an employee’s performance</td>
<td>109</td>
<td>4.05</td>
<td>0.99</td>
</tr>
<tr>
<td>Employee performance assessment at NPS is an important process within a broader performance management process that links; NPS objectives, day to day performance, professional development, rewards and incentives</td>
<td>109</td>
<td>3.87</td>
<td>0.84</td>
</tr>
<tr>
<td>Employee performance assessment at NPS takes feedback from co-workers and clients into consideration, in addition to observations by top leadership</td>
<td>109</td>
<td>4.08</td>
<td>0.79</td>
</tr>
<tr>
<td>Employee performance assessment at NPS includes a review of the previous years' evaluation and an assessment of skills</td>
<td>109</td>
<td>4.18</td>
<td>1.10</td>
</tr>
<tr>
<td>Employee performance assessment at NPS is a continuous and, sometimes, complex process</td>
<td>109</td>
<td>4.06</td>
<td>1.00</td>
</tr>
<tr>
<td>Employee performance assessment at NPS requires employees to complete an evaluation of their own performance that is then discussed during the evaluation and compared to the official evaluation</td>
<td>109</td>
<td>4.11</td>
<td>1.03</td>
</tr>
</tbody>
</table>

4.5.4 Performance Recognition

The study sought on the extent to which respondents agreed on the given statements that relate to the influence of performance recognition on Service Delivery of Kenya National Police Service in Nairobi County and results presented on Table 4.9. Majority of the respondents strongly agreed that NPS usually recognizes employee’s accomplishments as
well as any areas that need improvement for betterment of the service delivery which had a mean score of 3.80 and standard deviation 0.73. The study findings further established that NPS recognizes and advises on areas of improvement to employees openly so as to identify key areas to put more efforts, which had a mean score of 4.28 and standard deviation of 0.72. The study findings positively identified that NPS Employees respond to appreciation at work, especially when it’s expressed through recognition of their efforts because it confirms their work is valued which had a score mean of 3.91 and standard deviation of 0.87.

To a moderate extent the respondents stated that Employees of NPS who feel appreciated are more positive about themselves and their ability to contribute since the organisation values their input which had a mean score of 3.63 and standard deviation of 0.90. This implies that best methods for maintaining a recognition program's effectiveness is to create an element of surprise. If employees receive a day off every time they reach their sales goals, this reward can quickly turn into an entitlement. The study findings concurred with those of Muriuki (2016) that recognition efforts focus on individual achievements and behavior, leadership can boost engagement by introducing opportunities for teams and departments to reach goals and earn rewards.
Table 4.7: Performance Recognition

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>StD</th>
</tr>
</thead>
<tbody>
<tr>
<td>NPS usually recognizes employee’s accomplishments as well as any areas</td>
<td>109</td>
<td>3.80</td>
<td>0.73</td>
</tr>
<tr>
<td>that need improvement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NPS recognizes and advises on areas of improvement to employees openly</td>
<td>109</td>
<td>3.91</td>
<td>0.87</td>
</tr>
<tr>
<td>NPS gives employees recognition verbally and/or in the form of bonuses or</td>
<td>109</td>
<td>3.81</td>
<td>0.82</td>
</tr>
<tr>
<td>promotions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NPS Employees respond to appreciation at work, especially when it’s</td>
<td>109</td>
<td>4.28</td>
<td>0.72</td>
</tr>
<tr>
<td>expressed through recognition of their efforts because it confirms their</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>work is valued</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prioritizing employee recognition by NPS ensures a positive, productive,</td>
<td>109</td>
<td>4.35</td>
<td>0.96</td>
</tr>
<tr>
<td>innovative organizational climate</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees of NPS who feel appreciated are more positive about themselves</td>
<td>109</td>
<td>3.63</td>
<td>0.90</td>
</tr>
<tr>
<td>and their ability to contribute.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.5.5 Service Delivery of the Kenya National Police Service in Nairobi

The study sought the extent to which indicators of level of service delivery of the Kenya National Police Service in Nairobi in terms of, visibility and responsiveness, criminal intelligence, prevention of crime, reliability, competence, credibility and empathy as provided in Table 4.10 showed that, service delivery in national police service lead to Reduced terrorists attacks and organized crime and Improved criminal intelligence which had a mean of 3.94 and standard deviation of 0.90. The study established that service delivery leads to Maintenance of peace and public order And Protection of lives and properties supported by 4.03 mean and standard deviation 0.91. The study positively identified that service delivery in national police service leads to Reducing Drug-dealing and the accompanying problems of robbery and gang violence supported by a mean of 4.06 and
standard of 0.88. The study findings strongly indicated on national police service visibility and responsiveness that Reducing the degree of injury per incident. Like, national police service can teach store clerks how to act during a robbery which was supported by mean score of 4.02 and standard deviation 1.00. This implies that good administration is a policy objective put into practice coherently, through various regulatory and other mechanisms, to ensure quality public services. The study findings concurred with those of lias, (2017) that improve capacity and coordination among public stakeholders at different levels of government to increase efficiency, equity, and sustainability of public service provision;

Table 4.8: Service Delivery of the Kenya National Police Service in Nairobi

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Mean</th>
<th>StD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduced terrorists attacks and organized crime and Improved criminal intelligence</td>
<td>109</td>
<td>3.94</td>
<td>0.90</td>
</tr>
<tr>
<td>Maintenance of peace and public order.</td>
<td>109</td>
<td>4.15</td>
<td>0.97</td>
</tr>
<tr>
<td>Protection of lives and properties</td>
<td>109</td>
<td>4.03</td>
<td>0.91</td>
</tr>
<tr>
<td>Reducing the number of the occurrences of the problem.</td>
<td>109</td>
<td>3.77</td>
<td>0.81</td>
</tr>
<tr>
<td>Reduced accidents and incidences</td>
<td>109</td>
<td>3.94</td>
<td>0.96</td>
</tr>
<tr>
<td>Reducing Drug-dealing and the accompanying problems of robbery and gang violence</td>
<td>109</td>
<td>4.06</td>
<td>0.88</td>
</tr>
<tr>
<td>Reducing the degree of injury per incident. For example, national police service can teach store clerks how to act during a robbery</td>
<td>109</td>
<td>4.02</td>
<td>1.00</td>
</tr>
<tr>
<td>Improved national police service visibility and responsiveness;</td>
<td>109</td>
<td>3.84</td>
<td>0.81</td>
</tr>
</tbody>
</table>
4.6 Inferential Statistics

This section contains diagnostic tests and regression analysis results.

4.6.1 Diagnostic Tests

Cramer’s V (sometimes referred to as Cramer’s phi and denoted as φc) is a measure of association between two nominal variables, giving a value between 0 and +1 (inclusive). It is based on Pearson's chi-squared statistic, from Table 4.11: the symmetric measures table regarding the strength of the relationship between the two variables, the Cramer’s V value obtained from variables, Performance Planning, Performance Coaching, Performance Assessment and Performance Recognition on Service Delivery of Kenya National Police Service in Nairobi County was 0.219, 0.232, 0.242, and 0.279. This value shows that the relationship between the two variables is moderate. Further, the Cramer’s V value is also positive, which indicates that the relationship is as well positive.

Table 4.9: Symmetric Measures

<table>
<thead>
<tr>
<th>Performance Planning</th>
<th>Value</th>
<th>Approximate Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nominal by Nominal</td>
<td>Phi</td>
<td>.439</td>
</tr>
<tr>
<td></td>
<td>Cramer's V</td>
<td>.219</td>
</tr>
<tr>
<td>Performance Assessment</td>
<td>Value</td>
<td>Approximate Significance</td>
</tr>
<tr>
<td>Nominal by Nominal</td>
<td>Phi</td>
<td>.465</td>
</tr>
<tr>
<td></td>
<td>Cramer's V</td>
<td>.232</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>Value</td>
<td>Approximate Significance</td>
</tr>
<tr>
<td>Performance Recognition</td>
<td>Phi</td>
<td>.483</td>
</tr>
<tr>
<td></td>
<td>Cramer's V</td>
<td>.242</td>
</tr>
<tr>
<td>Nominal by Nominal</td>
<td>Phi</td>
<td>.558</td>
</tr>
<tr>
<td>---------------------</td>
<td>------------</td>
<td>------</td>
</tr>
<tr>
<td>Cramer's V</td>
<td>.279</td>
<td></td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>109</td>
<td></td>
</tr>
</tbody>
</table>

4.6.2 Collinearity diagnostics

The following equation was used for evaluation of collinearity, \(1\geq VIF \leq 10 \Rightarrow \text{Non collinearity, } VIF > 10 \Rightarrow \text{Collinearity, } 0.0 \geq \text{Tolerance} < 0.5 \Rightarrow \text{High collinearity, } 0.5 \geq \text{Tolerance} < 0.9 \Rightarrow \text{Low collinearity, Tolerance value of 1 implies no collinearity.}

4.6.2.1 Performance planning and Service Delivery of Kenya National Police Service

The study findings in Table 4.12: show A VIF value of 1.000 and tolerance of 1.000 were obtained in the linear regression between Performance Planning (predictor variable) and Service Delivery of Kenya National Police Service (dependent variable). This VIF value is less than 10 and tolerance value is 1; hence, there exists no collinearity between the two variables.

Table 4.10: Performance planning vs Service Delivery of Kenya National Police Service

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Tolerance VIF</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.147</td>
<td>.112</td>
<td>19.1</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Performance Planning</td>
<td>.563</td>
<td>.030</td>
<td>18.4</td>
<td>.000</td>
</tr>
</tbody>
</table>

65
4.6.2.2 Performance Coaching and Service Delivery of Kenya National Police Service

The study findings in Table 4.13: shows A VIF value of 1.000 and tolerance of 1.000 were obtained in the linear regression between Performance Coaching (predictor variable) and Service Delivery of Kenya National Police Service (dependent variable). This VIF value is less than 10 and tolerance value is 1; hence, there exists no collinearity between the two variables.

Table 4.11: Performance coaching vs Service Delivery of Kenya National Police Service

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>1</td>
<td>(Constant) 2.810</td>
<td>.095</td>
<td>29.725</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Performance Coaching .437</td>
<td>.028</td>
<td>15.560</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Service Delivery of Kenya National Police Service in Nairobi County

4.6.2.3 Performance Assessment and Service Delivery of Kenya National Police Service

The study findings in Table 4.14: show that A VIF value of 1.000 and tolerance of 1.000 were obtained in the linear regression between Performance Assessment (predictor variable) and Service Delivery of Kenya National Police Service (dependent variable). This VIF value is less than 10 and tolerance value is 1; hence, there exists no collinearity between the two variables.
Table 4.12: Performance Assessment vs Service Delivery of Kenya National Police Service

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.648</td>
<td>.088</td>
<td>30.01</td>
<td>.00</td>
</tr>
<tr>
<td></td>
<td>Performance Assessment</td>
<td>.487</td>
<td>.026</td>
<td>.872</td>
<td>18.45</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Service Delivery of Kenya National Police Service in Nairobi County

4.6.2.4 Performance Recognition and Service Delivery of Kenya National Police Service

The study findings in Table 4.15: shows A VIF value of 1.000 and tolerance of 1.000 were obtained in the linear regression between Performance Recognition (predictor variable) and Service Delivery of Kenya National Police Service (dependent variable). This VIF value is less than 10 and tolerance value is 1; hence, there exists no collinearity between the two variables.
Table 4.13: Performance Recognition vs Service Delivery of Kenya National Police Service

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Tolerance</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.609</td>
<td>.095</td>
<td>27.58</td>
<td>.00</td>
</tr>
<tr>
<td></td>
<td>Performance Recognition</td>
<td>.493</td>
<td>.028</td>
<td>.861</td>
<td>17.52</td>
</tr>
</tbody>
</table>

4.6.3 Autocorrelation

The Durbin-Watson statistic test is often used for this purpose; to detect the existence of any autocorrelation. A Durbin Watson value of 2 indicates the absence of autocorrelation, while greater than 2 indicates negative autocorrelation and less than 2 indicates positive autocorrelation. Durbin - Watson statistic test was applied to determine whether there is a significant relationship between the dependent variable and each of the independent variables and whether the relationship is linear or not.

4.6.3.1 Performance Planning and Service Delivery of Kenya National Police Service

Study findings in Table 4.16: presented below, a Durbin-Watson value of 0.116 was obtained, which is less than 2. The regression model produced by Performance Planning and Service Delivery of Kenya National Police is, therefore reliable and credible as the predictor and dependent variables are not subject to autocorrelation.
Table 4.14: Performance planning vs Service Delivery of Kenya National Police

<table>
<thead>
<tr>
<th>Model</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.873a</td>
<td>.762</td>
<td>.760</td>
<td>.454</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Performance Planning  
b. Dependent Variable: Service Delivery of Kenya National Police Service in Nairobi County

4.6.3.2 Performance Coaching and Service Delivery of Kenya National Police Service

Study findings in Table 4.17: presented below, a Durbin-Watson value of 0.120 was obtained, which is less than 2. The regression model produced by Performance Coaching and Performance Coaching and Service Delivery of Kenya National Police is, therefore reliable and credible as the predictor and dependent variables are not subject to autocorrelation

Table 4.15: Performance coaching vs Service Delivery of Kenya National Police Service

<table>
<thead>
<tr>
<th>Model</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.833a</td>
<td>.694</td>
<td>.691</td>
<td>.515</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Performance Coaching  
b. Dependent Variable: Service Delivery of Kenya National Police Service in Nairobi County
4.6.3.3 Performance Assessment and Service Delivery of Kenya National Police

Service

Study findings in Table 4.18: presented below, a Durbin-Watson value of 0.157 was obtained, which is less than 2. The regression model produced by Performance Assessment and Performance Assessment and Service Delivery of Kenya National Police is, therefore reliable and credible as the predictor and dependent variables are not subject to autocorrelation.

Table 4.16: Performance Assessment vs Service Delivery of Kenya National Police Service

<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>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.872&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.761</td>
<td>.759</td>
<td>.455</td>
<td>.157</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Performance Assessment

b. Dependent Variable: Service Delivery of Kenya National Police Service in Nairobi County

4.6.3.4 Performance Recognition and Service Delivery of Kenya National Police Service

Study findings in Table 4.19: presented below, a Durbin-Watson value of 0.146 was obtained, which is less than 2. The regression model produced by Performance Recognition and Performance Recognition and Service Delivery of Kenya National Police is, therefore reliable and credible as the predictor and dependent variables are not subject to autocorrelation.
**Table 4.17: Performance Recognition and Service Delivery of Kenya National Police Service**

<table>
<thead>
<tr>
<th>Model</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.861(^a)</td>
<td>.742</td>
<td>.739</td>
<td>.473</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Performance Recognition  
b. Dependent Variable: Service Delivery of Kenya National Police Service

4.6.4 Normality Test

Normality test was done using Shapiro–Wilk test and Kolmogorov Tests. The study conducted normality test at 95% confidence interval for mean where the p-value was compared to determine whether to reject the null hypothesis meaning that data was either normally distributed (greater than 0.05) or not (less than 0.05).

4.6.4.1 Performance Planning and Service Delivery of Kenya National Police Service

The findings indicate Performance Planning was normally distributed in the study. Performance Planning had Shapiro-Wilk p value of 0.001 and Kolmogorov-Smirnov p value of 0.002.

**Table 4.18: Tests of Normality Performance Planning**

<table>
<thead>
<tr>
<th>Performance Planning</th>
<th>Kolmogorov-Smirnov(^a)</th>
<th>Shapiro-Wilk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Delivery of Kenya National Police Service</td>
<td>Statistic 1 (0.311)</td>
<td>8</td>
</tr>
</tbody>
</table>
4.6.4.2 Performance Coaching and Service Delivery of Kenya National Police Service in Nairobi County

The findings indicate Performance Coaching was normally distributed in the study.

Performance Coaching had Shapiro-Wilk p value of 0.000 and Kolmogorov-Smirnov p value of 0.000.

Table 4.19: Tests of Normality Performance Coaching

<table>
<thead>
<tr>
<th>Performance Coaching</th>
<th>Kolmogorov-Smirnova</th>
<th>Shapiro-Wilk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Statistic df Sig.</td>
<td>Stati df Sig.</td>
</tr>
<tr>
<td>Service Delivery of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kenya National</td>
<td>1</td>
<td>.301 42 .000</td>
</tr>
<tr>
<td>Police Service</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.6.4.3 Performance Assessment and Service Delivery of Kenya National Police Service

The findings indicate Performance Assessment normally distributed in the study.

Performance Assessment had Shapiro-Wilk p value of 0.000 and Kolmogorov-Smirnov p value of 0.004.

Table 4.20: Tests of Normality Performance Assessment

<table>
<thead>
<tr>
<th>Performance Assessment</th>
<th>Kolmogorov-Smirnova</th>
<th>Shapiro-Wilk</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Statistic df Sig.</td>
<td>Stati df Sig.</td>
</tr>
<tr>
<td>Service Delivery of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kenya National Police</td>
<td>1</td>
<td>.497 24 .000</td>
</tr>
<tr>
<td>Service</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.6.4.4 Performance Recognition and Service Delivery of Kenya National Police Service

The findings indicate Performance Recognition normally distributed in the study. Performance Recognition had Shapiro-Wilk p value of 0.000 and Kolmogorov-Smirnov p value of 0.00.

Table 4.21: Tests of Normality Performance Recognition

<table>
<thead>
<tr>
<th></th>
<th>Performance Recognition</th>
<th>Kolmogorov-Smirnova</th>
<th>Shapiro-Wilk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Delivery of</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kenya National Police</td>
<td>1</td>
<td>.475</td>
<td>.000</td>
</tr>
<tr>
<td>Service Delivery of</td>
<td></td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>Kenya National Police</td>
<td></td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>Service Delivery of</td>
<td></td>
<td>.519</td>
<td>.000</td>
</tr>
<tr>
<td>Kenya National Police</td>
<td></td>
<td>19</td>
<td></td>
</tr>
</tbody>
</table>

4.6.5 Heteroscedasticity Test

This study tested for heteroscedasticity using the Breusch-Pagan test. The null assumption was homoscedastic residuals. This meant the existence of heteroscedasticity if the F statistics highly rejected the null at 95 percent confidence level. If the p-value is greater than 0.05, it displays constant variance. The reported value was 0.8502 for the model thus the null hypothesis was not rejected. Therefore, the data didn’t suffer from heteroscedasticity as indicated in Table 4.24 below.

Table 4.22. Breusch-Pagan Test for Heteroscedasticity

<table>
<thead>
<tr>
<th>Model 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>chi2 (1) = 0.06</td>
</tr>
<tr>
<td>Prob&gt;chi2 = 0.8502</td>
</tr>
</tbody>
</table>
4.7 Regression Analysis

Result in Table 4.25 indicated that a variation of $R^2 = 0.791$ in dependent variable can be attributed to changes in independent variable as a 79.1% change in the Service Delivery of Kenya National Police Service in Nairobi County attributed to changes in the Performance Planning, Performance Coaching, Performance Assessment and Performance Recognition.

Table 4.23: 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>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.894a</td>
<td>.799</td>
<td>.791</td>
<td>.427</td>
<td>.001</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Performance Planning, Performance Coaching, Performance Assessment and Performance Recognition

4.8 Analysis of Variance

Result in Table 4.26 indicated that the Total variance (103.272) was the difference into the variance which can be explained by the independent variables (Model) and the variance which was not explained by the independent variables (Error). The study established that there existed a significant goodness of fit of the model $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$. Based on the findings, in Table 4.26 the results indicate the $F_{cal} = 103.272 > F_{Cri} = 2.261$ at confidence level 95% and sig is 0.000<0.05. This implies that there was a goodness of fit of the model fitted for this study.
### Table 4.24: Analysis of Variance

<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>1</td>
<td>Regression</td>
<td>75.373</td>
<td>4</td>
<td>18.843</td>
<td>103.272</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>18.976</td>
<td>104</td>
<td>.182</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>94.349</td>
<td>108</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**a. Dependent Variable:** Service Delivery of Kenya National Police Service in Nairobi County

**b. Predictors:** (Constant), Performance Planning, Performance Coaching, Performance Assessment and Performance Recognition

### 4.9 Coefficient Analysis

The established regression equation was:

\[
 Y = 3.127 + 0.549X_1 + 0.673X_2 + 0.738X_3 + 0.881X_4 + e
\]

From regression results in Table 4.27, the 1.622 represented the constant which predicted value of (Service Delivery of Kenya National Police Service) when all Performance Management Practices effects remain constant at zero (0). This implied that Service Delivery of Kenya National Police Service productivity would be at 1.622 holding performance planning, Performance Coaching, Performance Assessment and Performance Recognition at zero (0). Regression results revealed that Performance Planning has significance influence in Service Delivery of Kenya National Police Service as indicated by \( \beta_1 = 0.829 \), \( p=0.000<0.05, t=6.943 \). The implication is that as increase in Performance Planning lead to increase in firm’s performance by \( \beta_1 = 0.829 \). Performance Coaching has a significance influence as indicated by \( \beta_2 = 0.525 \), \( p=0.000<0.05, t=4.031 \). This implied that an increase in Performance Coaching would lead to an increase in Service Delivery of Kenya National Police Service.
Police Service in Nairobi County by $\beta_2=0.525$. This implied that Performance Coaching was effective in improving the performance of the firms. From the regression findings, the study revealed that there existed a significant positive relationship between Performance Assessment and Service Delivery of Kenya National Police Service as indicated by $\beta_3= .465$, $p=0.001<0.05$, $t=2.287$.

The regression findings further indicated that there existed a significant relationship influence of Performance Recognition and Service Delivery of Kenya National Police Service as indicated by $\beta_4=0.110$, $p=0.002<0.05$, $t= .564$. This implied that an increase in Performance Recognition would lead to an increase of Service Delivery of Kenya National Police Service as indicated by $\beta_4=.110$.

**Table 4.25: Coefficient Analysis**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.622</td>
<td>0.163</td>
<td>9.926</td>
<td>0.00</td>
</tr>
<tr>
<td>Performance Planning</td>
<td>0.829</td>
<td>0.119</td>
<td>1.263</td>
<td>6.943</td>
</tr>
<tr>
<td>Performance Coaching</td>
<td>0.525</td>
<td>0.130</td>
<td>0.983</td>
<td>4.031</td>
</tr>
<tr>
<td>Performance Assessment</td>
<td>0.465</td>
<td>0.203</td>
<td>0.818</td>
<td>2.287</td>
</tr>
<tr>
<td>Performance Recognition</td>
<td>0.110</td>
<td>0.195</td>
<td>0.819</td>
<td>0.564</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Service Delivery of Kenya National Police Service in Nairobi County
CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

In this chapter the researcher made summary of the study then drew conclusion and gave recommendations based on the research thesis findings and analysis done in previous chapter. The summary was a brief overview of the research thesis process while conclusion was the report of the crucial findings and the recommendations were suggestions and advice based on the research thesis findings

5.2 Summary of the Findings

This study sought to evaluate the effects of performance management practices and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.

Performance management practices specific objectives that guided the study included; Performance Planning, Performance Coaching, Performance Assessment and Performance Recognition. SPSS version 24 was used to aid in data analysis. Data analysis results were presented using charts and tables. Multiple linear regression results showed that four predictors explained 79.1% of Performance Management Practices on Service Delivery of Kenya National Police Service in Nairobi County.

5.2.1 Performance Planning and Service Delivery of Kenya National Police Service

The study objective was to determine the influence of employee performance planning and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.

The study established that employee performance planning positively influenced Service Delivery of the National Police Service. The study answered the research thesis hypothesis that there is a strong positive relationship between employee performance planning and
Service Delivery of the National Police Service employees in Nairobi City County, Kenya.
The study established that during performance planning, the National Police Service objectives and the performance goals should be communicated to the employees. And the necessary training, resources, and support should also be provided.

5.2.2 Performance Coaching and Service Delivery of Kenya National Police Service
The study objective was to find out the influence of employee performance coaching on Service Delivery of the National Police Service employees in Nairobi City County, Kenya. The study established that employee Performance Coaching positively influence Service Delivery of the National Police Service. The study Answered the research thesis hypothesis that there is positive relationship between employee performance coaching and Service Delivery of the National Police Service employees in Nairobi City County, Kenya the study found out that Coaching employees addresses performance objectives and helps unleash the potential within each person, coaching not only helps individuals perform better, but it also drives overall motivation and commitment to their work. Connecting with your employees in an authentic and genuine manner can drastically improve the chances of the employee being receptive to training and feedback.

5.2.3 Performance Assessment and Service Delivery of Kenya National Police Service
The study objective was to establish the influence of employee performance assessment on Service Delivery of the National Police Service employees in Nairobi City County, Kenya. The study established that employee Performance Assessment positively influence Service Delivery of the National Police Service. The study Answered the research thesis hypothesis that there is relationship between employee performance assessment and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.
Performance appraisal serves as a motivation tool. Through evaluating performance of employees, a person’s efficiency can be determined if the targets are achieved. This very well motivates a person for better job and helps him to improve his performance in the future.

5.2.4 Performance Recognition and Service Delivery of Kenya National Police Service

The study objective was to examine the influence of employee performance recognition and Service Delivery of the National Police Service employees in Nairobi City County, Kenya. The study established that employee Performance Recognition positively influence Service Delivery of the National Police Service. The study answered the research thesis hypothesis that there is relationship between employee performance recognition and Service Delivery of the National Police Service employees in Nairobi City County, Kenya providing recognition for employee performance is a powerful way to manage talent, but it can also be a difficult process for managers and human resources professionals to navigate. Too little recognition can result in low morale, but too much recognition can cause positive reinforcement to lose its impact. Many companies choose ineffective recognition methods that waste resources and provide few benefits.

5.3 Conclusions

The study concluded that ............

5.3.1 Performance Planning and Service Delivery of Kenya National Police Service

The study concluded that employee performance planning positively influenced Service Delivery of the National Police Service employees in Nairobi City County, Kenya. The study also concludes that during performance planning, the National Police Service objectives and the performance goals were communicated to the employees and the necessary training, resources, and support were also provided.
5.3.2 Performance Coaching and Service Delivery of Kenya National Police Service

The study concluded that Coaching at work requires National Police Service to provide clarity by discussing and reviewing the gap between performance expectations and actual performance of the employees. This requires providing detailed examples of alternative behaviors that employees can try in different situations. When coaching employees to improve performance, it isn’t about telling them what to do in every possible scenario, but giving clear feedback that helps them identify an ideal solution. Kenya National Police Service should be prepared to explain why specific behaviors, results, or actions need to change, how they should change, and where you would like to see the person as a result of changing their behaviors or actions.

5.3.3 Performance Assessment and Service Delivery of Kenya National Police Service

The study concluded that the best way to assess performance is to begin by defining employee expectations through a competency mapping process of each job. Once Kenya National Police Service develops the competency map, everything else flows from there. The next step is to define the level of job performance and to select a simple rating scale to evaluate the job performance. The performance assessment measures how well the employees perform the skills required for the job. It takes into account the observable tasks, behaviours and attitudes that together constitute the right way to do the job. Once performance is assessed, the employees and supervisor/manager work together to create a plan for the individual to develop.

5.3.4 Performance recognition and Service Delivery of Kenya National Police Service

The study concluded that Performance Recognition in Kenya National Police Service should involve linking recognition efforts to the National Police Service current goals, values, and
objectives. If all rewards are tied to earnings, it sends a clear message to employees that earnings are the only measure of success. Instead, if recognition is linked to earnings, workplace safety, customer service, and corporate responsibility employees understand that these are all top of mind for the National Police Service leadership. Appreciation should involve thanking employees. A show of appreciation happens on a one-on-one basis or through recognition in front of a professional's peers. Appreciation has the advantage of being a flexible, low cost measure that is easy to implement and that truly makes employees feel valued by leadership.

5.4 Recommendation

The study recommends …………

5.4.1 Performance Planning and Service Delivery of Kenya National Police Service

The study recommended Identifying KPAs and setting quantifiable targets wherever possible as the only way of planning one’s performance planning of Kenya National Police Service. National Police Service should stress on increasing objectivity in ratings through KPAs. KPAs help in reducing subjectivity but sometimes not in very visible ways. Objectivity in appraisals is difficult to achieve and ratings will always have limitations. The National Police Service only way out is to inculcate a planning orientation and role clarity through KPAs than improving objectivity.

5.4.2 Performance Coaching and Service Delivery of Kenya National Police Service

The study recommended Goal of performance coaching is not to make the employee feel bad, nor is it provided to show how much the HR professional or manager knows. The goal of coaching is to work with the employee to solve performance problems and to improve the
work of the employee, the team, and the department. Employees who respond positively to coaching and improve their performance can become valued contributors to the success of the business. Employees who fail to improve will find themselves placed on a formal performance improvement plan, known as a PIP. This sets up a formal process wherein the leadership meets regularly with the underperforming employee to provide coaching and feedback.

5.4.3 Performance Assessment and Service Delivery of Kenya National Police Service

The study recommended performance appraisal helps in chalking out compensation packages for employees. Merit rating is possible through performance appraisal. Performance Appraisal tries to give worth to a performance. Compensation packages which include bonus, high salary rates, extra benefits, allowances and pre-requisites are dependent on performance appraisal. The criteria should be merit rather than seniority. The systematic procedure of performance appraisal helps the supervisors to frame training policies and programmes. It helps to analyse strengths and weaknesses of employees so that new jobs can be designed for efficient employees. It also helps in framing future development programmes.

5.4.4 Performance Recognition and Service Delivery of Kenya National Police Service

The study recommended Recognition as a timing element: it must occur so that the performance recognized is still fresh in the mind. If high performance continues, recognition should be frequent but cautiously timed so that it doesn't become automatic. Furthermore, like rewards, the method of recognition needs to be appropriate for the achievement. This also ensures that those actions which go farthest in supporting corporate goals receive the most attention. However, Kenya National Police Service should remain flexible in the
methods of recognition, as different employees are motivated by different forms of recognition.

5.5 Further study

This study was not exhaustive as it was only limited to performance planning, performance coaching, performance assessment and performance recognition on Service Delivery of the National Police Service in Nairobi City County, Kenya. It was therefore recommended that another study be replicated in other arms of government; this is because Performance Management Practices is a key factor in determining service delivery in all government institutions. The analysis was limited to the information disclosed by the respondents. The regression model summary showed that the variables considered did not explain 100% variation in the dependent variables of 79.1% meaning that the study had left out other important variables which should be considered in future studies.
REFERENCES


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Dear Respondent,

**RE: PERMISSION TO CARRY OUT ACADEMIC RESEARCH THESIS**

I am a postgraduate student with a master's degree in human resources management from Kenyatta University. I am undertaking a research on performance management practices and service delivery of the national police service employees in Nairobi City County, Kenya, to fulfil the degree criteria. You were chosen for this analysis to help me gather information by completing the following questionnaire. Your knowledge will be used for research purposes only and will be kept very private. Your input is highly regarded.

Thanks in advance

Yours faithfully

Wekesa Henry Kisaka

Student
APPENDIX 2: QUESTIONNAIRE

SECTION A: GENERAL INFORMATION

1. Interviewees Gender
   Father [ ] Female [ ] Males
2. What's your bracket of age?
   Downstream 25 [ ] 25-35 [ ]
   36-45 [ ] Over 45 [ ] Over 45 [ ] Above 45
3. What is the highest educational level?
   Masters [ ] Bachelor's degree [ ]
   Diploma [ ] other universities (specify...) [ ]
4. How long have you in NPS?
   Two years [ ] three to five years [ ]
   More than 9 years [ ] 6-8 years [ ]

SECTION B: Employee Performance Planning and Service Delivery of NPS Employees.

Note: Tick your answer or write your answer in the blank space given for each of the questions. To what degree does any of the following factors influence the scale of NPS efficiency improvement: (1 2,3,4 and 5 representing Little extent, Moderate extent, Large extent and Very large extent)

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>NPS uses employee performance planning to enable employees achieve their performance goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top leadership of NPS are aware of employee performance planning, and actively promote it in the service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee performance planning help us cope with uncertainty by formulating courses of action that we use to achieve specified results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
NPS explicitly recognizes employee performance planning as a key element in its overall performance

Employee performance planning helps us to achieve our goals and deliberate on the expected level of performance for our jobs

In employee performance planning, employees agree on expected performance

Employee performance planning is the cornerstone of performance management at NPS

SECTION C: Employee Performance Coaching and Service Delivery of NPS Employees.

7. Use scale 1-5, tick (to) all accordingly. (Little Extent, large extent and Very large extent) (12, 3, 4 and 5)?

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>NPS usually invites motivational speakers to talk to us about performance management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NPS usually organizes seminars and workshops on performance management and encourage its staff to attend</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NPS in some cases, calls in coaches when an employee’s poor performance is well beyond redemption</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NPS uses coaching to assist and support employees when they are promoted to top leadership positions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coaching increases employees' job satisfaction and performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coached employees usually outperform un-coached employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coaching increases competencies and achievement of self-set goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION D: Employee Performance Assessment and Service Delivery of NPS Employees.

8. How far does any of the above stress the importance of the performance appraisal in the NPS performance improvement process? Using the scale below: (1, 2, 3, 4 and 5 representing little extent, Moderate extent, large extent and Very large extent)

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee performance assessment at NPS evaluates the quality of an employee’s performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee performance assessment at NPS is an important process within a broader performance management process that links; NPS objectives, day to day performance, professional development, rewards and incentives</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee performance assessment at NPS takes feedback from co-workers and clients into consideration, in addition to observations by top leadership</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee performance assessment at NPS includes a review of the previous years' evaluation and an assessment of skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee performance assessment at NPS is a continuous and, sometimes, complex process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee performance assessment at NPS requires employees to complete an evaluation of their own performance that is then discussed during the evaluation and compared to the official evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

SECTION E: Employee Performance Recognition and Service Delivery of NPS Employees.

9. How does any of these considerations impact the identification of NPS’s service
delivery? Using the scale below: (1 2, 3, 4 and 5 representing little extent, Moderate extent, large extent and Very large extent)

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>NPS usually recognizes employee’s accomplishments as well as any areas that need improvement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NPS recognizes and advises on areas of improvement to employees openly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NPS gives employees recognition verbally and/or in the form of bonuses or promotions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NPS Employees respond to appreciation at work, especially when it’s expressed through recognition of their efforts because it confirms their work is valued</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prioritizing employee recognition by NPS ensures a positive, productive, innovative organizational climate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees of NPS who feel appreciated are more positive about themselves and their ability to contribute.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SECTION F: Government Policy and Service Delivery of NPS Employees.**

10 What extent of satisfaction do you have with these statements? The scale is used; (1 2, 3, 4 and 5 representing little extent, Moderate extent, Large extent and Very large extent)

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundamental improvements in the culture and administration of national police service departments are needed to implement community policing.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Crime reduction and deterrence are important goals, and a wide range of approaches are used by neighborhood policing strategies to address these targets.

Direct the introduction of national police service reforms in keeping with the legislative regime defined

Facilitate and organize the execution of all NPS laws, rules & guidelines

Strengthening systemic capability for efficient delivery of services

Providing political leadership for the successful administration of the Military in the command structure and framework

Facilitate and organize the execution of all NPS laws, rules & guidelines

11. Does Developing of a standard operating system and procedures as well as a draft Policy Guideline for the National Police service guide implementation of police reforms. Explain ……………………………………………………………………………………………………………………………………………………………………….

SECTION G: Service Delivery

12. To what degree is performance assessed by one of the following factors? Using the scale below: (1, 2, 3, 4 and 5 representing little extent, Moderate extent, large extent and Very large extent)

<table>
<thead>
<tr>
<th>Factors Under Consideration</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved national police service visibility and responsiveness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance of peace and public order.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Protection of lives and properties</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reducing the number of the occurrences of the problem.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduced accidents and incidences</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reducing Drug-dealing and the accompanying problems of robbery and gang violence</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Reducing the degree of injury per incident. For example, national police service can teach store clerks how to act during a robbery

Reduced terrorists attacks and organized crime and Improved criminal intelligence

13. Does Manipulating environmental factors discourage criminal behavior? If “Yes”, please state and explain.............................

Thank you for taking your time to respond
APPENDIX 3: DATA COLLECTION APPROVAL

KENYATTA UNIVERSITY
GRADUATE SCHOOL

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

Internal Memo

FROM: Dean, Graduate School
TO: Mr. Wekesa Henry Kisaka
      C/o Department of Business Administration

DATE: 25th February, 2021
REF: D58/CTY/PT/31485/2015

SUBJECT: APPROVAL OF RESEARCH PROPOSAL

This is to inform you that Graduate School Board, at its meeting on 17th February, 2021, approved your Research Proposal for the M.Sc. Degree entitled, “Performance Management Processes and Service Delivery of the National Police Service Employees in Nairobi City County, Kenya.”

You may now proceed with your Data collection, subject to clearance with the Director General, National Commission for Science, Technology & Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking and Progress Report Forms per semester. The forms are available at the University’s Website under Graduate School webpage downloads.

Thank you.

EDWIN OBUNGU
FOR: DEAN, GRADUATE SCHOOL

CC. Chairman, Department of Business Administration

Supervisors:

1. Dr. Priscilla Ndewga
   C/o Department of Business Administration
   Kenyatta University

2. Dr. David Kiuru
   C/o Department of Business Administration
   Kenyatta University
APPENDIX 4 : NACOSTI 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. 020-8704150

Our Ref: D58/CTY/PT/31485/2015

DATE: 25th February, 2021

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR MR. WEKESA HENRY KISAKA – REG.
NO. D58/CTY/PT/31485/15

I write to introduce Mr. Wekesa Henry Kisaka who is a Postgraduate Student of this University. He is registered for M.Sc. degree programme in the Department of Business Administration.

Mr. Wekesa intends to conduct research for a M.Sc. thesis Proposal entitled, “Performance Management Processes and Service Delivery of the National Police Service Employees in Nairobi City County, Kenya.”

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL
This is to certify that Mr. HENRY KISAKA WESWEA of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: PERFORMANCE MANAGEMENT PROCESSES AND SERVICE DELIVERY OF THE NATIONAL POLICE SERVICE EMPLOYEES IN NAIROBI CITY COUNTY, KENYA for the period ending: 06/May/2022.

License No: NACOSTI/P/21/10328

Applicant Identification Number

Ref No: 205903

Date of Issue: 06/May/2021

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