

**WORKFORCE AGILITY PRACTICES AND SERVICE DELIVERY OF POLICE
OFFICERS IN NAIROBI CITY COUNTY, KENYA**

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NOVEMBER, 2021

DECLARATION

This thesis is my original work and to the best of my knowledge has not been presented in any other university for any academic award.

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DEDICATION

This thesis is dedicated to my wife Wangari, my mother Wangari and my dear children Waithira, Maina and Kimani.

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OPERATIONAL DEFINITION OF TERMS

Employee Involvement

Processes geared towards bettering performance of police officers in the Kenya Police Service by way of having self directed work teams, participatory management and information sharing.

Information Systems

Computerized information database that produces regular reports on intelligence collection, crime analysis and crime prevention in the Kenya Police Service.

Job Satisfaction

An emotional working state that is pleasurable enhanced by proper supervision, work-life balance and safety in the Kenya Police Service.

Leadership Styles

Characteristics and behaviors used by leaders in the Kenya Police Service when interacting with their juniors.

Service Delivery

How well police officers do in regard to reliability, tangibility, responsiveness, assurance and empathy to the members of public.

Reward Strategies

Acts done to strengthen positive behavior of police officers by way of financial payments, non-financial payments and recognition.

Organization Training

Processes of equipping police officers with knowledge and skills to improve their service delivery.

Workforce Agility Practices

Dynamic organizational undertakings that enhance service delivery of police officers in the turbulent times and include training, reward strategies, employee involvement and information systems.

ABBREVIATIONS AND ACRONYMS

AMO	Ability, Motivation and Opportunity
ANOVA	Analysis of Variance
ASP	Assistant Superintendent of Police
CI	Chief Inspector
CIPEV	Commission of Inquiry into Post Election Violence
COVID-19	Corona Virus Disease of 2019
CPL	Corporal
DCI	Directorate of Criminal Investigations
DIG	Deputy Inspector General
GOK	Government of Kenya
HCT	Human Capital Theory
ICT	Information, Communication and Technology
IMLU	Independent Medico Legal Unit
IP	Inspector
IS	Information Systems
IT	Information Technology
KEMRI	Kenya Medical Research Institute
KENGEN	Kenya Electricity Generating Company
KPS	Kenya Police Service
MIS	Management Information Systems
NACOSTI	National Council for Science, Technology and Innovation
NHIF	National Hospital Insurance Fund
PC	Police Constable
PEV	Post Election Violence
SD	Standard Deviation
SERVQUAL	Service Quality
SGT	Sergeant
S/SGT	Senior Sergeant
SP	Superintendent of Police
SPSS	Statistical Package for Social Sciences

SSP	Senior Superintendent of Police
TAM	Technology Acceptance Model
TNA	Training Needs Assessment
VIF	Variance Inflation Factor

ABSTRACT

Organizations currently are operating in an environment which is global and competitive where customers are frequently making higher demands for quality services. Lack of accountability, corruption cases and misuse of force are however some of the ills that police officers in Kenya have been linked with despite the reforms in policing undertaken by the government. This thus points to a need to rethink how police officers' service delivery can be improved especially in the current dynamic and turbulent security situation by being agile. There are however very few studies done on work force agility practices and service delivery and also the ones reviewed are on direct relationship without incorporating mediating and moderating variables. It is against this backdrop that the researcher purposed to establish the influence of workforce agility practices on police officers' service delivery in Nairobi City County, Kenya. Specifically, the study investigated the influence of organization training, reward strategies, employee involvement and information systems on service delivery of police officers in Nairobi City County, Kenya. The study also determined the mediating and moderating influence of job satisfaction and leadership style respectively on the relationship between workforce agility practices and service delivery. The study was anchored on Ability-Motivation-Opportunity Theory, Equity Theory, SERVQUAL Model, Vertical Dyad Linkage Theory and Technology Acceptance Model and will be underpinned on positivism philosophy with causal and descriptive designs being adopted. The target population comprised of 6,945 police officers drawn from eleven police sub counties in Nairobi City County. A sample of 247 police officers was drawn from six sub counties obtained using multistage probability sampling. A questionnaire was used while collecting primary data. A pilot study was conducted on 25 police officers using a questionnaire which was pretested for reliability and validity prior to data collection. Tests for multicollinearity, normality, heteroscedasticity, linearity and sampling adequacy were the diagnostic tests performed. The standard deviation and mean were the descriptive statistics that described the data while multiple linear regression analysis was employed in testing the hypotheses at 0.05 level of significance. Analysis of qualitative data was by use of content analysis. Presentation of results was by use of graphs and tables. The study findings were that organization training, reward strategies, employee involvement and information systems have a significant positive effect on service delivery of police officers in Nairobi City County, Kenya. There was also a finding that job satisfaction has a complete mediating influence on the relationship between workforce agility practices and service delivery of police officers in Nairobi City County while leadership styles were found to have a statistically significant moderating influence on the relationship between workforce agility practices and of police officers' service delivery in Nairobi City County, Kenya. The study thus recommends that the management of the KPS should focus on employee service delivery improvement by employing workforce agility practices through interventions such as organization training, reward strategies, employee involvement and information systems. The management should in addition employ both transactional and transformational leadership styles based on the particular task to be executed. Job satisfaction policies in the organization should also be enhanced by considering employees' wellbeing, work life balance and proper supervision strategies with an aim of service delivery betterment.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Service delivery according to Junaid, Huma, Qurrat and Maryam (2016) is the range by which the customers' expectations have been met and also entails the comparison of actual service received and the service that was expected. According to Mputhia (2014), understanding the customers' expectations is the first and foremost step that should be put in place by employees in delivery of a quality service. Workforce agility practices according to Qin and Nembhard (2015) on the other hand are initiated programs by the management to enhance service delivery of the employees especially in turbulent times without wasting organizational resources on programs that are not necessary. This can only be realized by comprehending what organizational activities enhance employees' capabilities given the changing times.

The present business environment is very complex and volatile and organizations must perpetually endeavour to identify sound solutions to their problems. This calls for the organizations to frequently adapt to the changing conditions since the current environment is changing at a faster rate than normal. Sherehey and Karwoski (2014) postulate that amongst ways of tackling uncertain and unpredictable environment, the view of an agile organization that is rich in workforce agility is the most popular and predominant. An agile workforce is the only one able to tackle the many dynamic and unexpected changes in a volatile and uncertain business environment and can help to proactively arrive at solutions that are viable (Muduli, 2017). COVID-19 pandemic has become not only a global health crisis but also an international economic concern and the worldwide lockdown of businesses and working from home norms have generated an array of fundamental and unique challenges for both employers and employees globally (World Economic Report, 2020).

In many countries in the world, rapid changes were undertaken by many organizations in the public service after the world war second. Public service management restructuring is also currently being done by many countries with a view of bettering effectiveness and efficiency of services offered to the citizenry (Mwangi, 2018). From the beginning, the focus of the reforms was on political and law enforcement, economic sector and defense sector. Hood

(2013) opines that public service management restructuring has been a continuous undertaking in a multiplicity of developing and developed countries for more than two decades. Sonderling (2013) postulates that provision of efficient and effective services to members of the public is the main responsibility of police agencies countrywide. Hoggett, Redford, Tohar and White (2014) assert that global changes have raised security demands and have also made it complex calling for reforms in the security arena. Police officers are now expected to dispense their responsibilities in an environment that is rather challenging.

The post independence political African history according to Marenin (2014) has been an authoritarian institution, not forgetting the ubiquitous one party state and dictatorship in the military arena. Police officers have for a long time operated under these precincts and it is only in the 1990s' that African countries started valuing democratic reforms and embraced training in human rights in the police forces. There appears to be a consensus among stakeholders that police forces in most African countries are under equipped, understaffed, underpaid, poorly trained, lack administrative procedures and have few professional police skills.

During the 2005 national elections as noted by Barasa (2017), Tanzanians' fear and levels of crime heightened all over the country. The confidence and public trust levels in Tanzanian police officers went on deteriorating. Notable concern's areas included corruption, road accidents, violence, fraud and drug trafficking. Ethical misconduct by police officers has attracted a massive focus from national, international and regional bodies that are interested in bettering service delivery of the police sector. Many countries worldwide have arrived at a consensus about the need for police sector reform in service delivery improvement and strengthening (Barasa, 2017).

For a long time, police officers in Kenya have been accused of violation of human rights and oppression of the masses by not being accountable of their actions. According to IAU Kenya Report (2019), complaints received against police officers in 2019 alone were: 493 on police inaction, 266 on police harassment, 74 on obstruction of justice, 73 on corruption, 63 on abuse of power, 19 on abuse of office and 18 on police negligence. Kenyans have thus continued facing a myriad of challenges of insecurity translating to crimes' increment,

deteriorating public confidence of members of public towards police officers and a mutation of disorder.

This then manifests that in spite of operational and managerial interventions undertaken, there is still need to do much in terms of service delivery of police officers especially in issues involving securing the citizens, dependability and bridging the perpetual gap that has hitherto existed between police officers and the members of public.

1.1.1 Service Delivery of Police Officers

Lucas (2017) posits that service delivery is the ability of an informed and enthusiastic workforce to provide services and products to their clients in a manner that satisfies unidentified and identified customers. Service delivery is the realization of specific tasks that are evaluated against identified accuracy standards, speed, attentiveness and completeness. A good service offered by a workforce is usually viewed in terms of outcomes but can however be viewed from the behavioral perspective (Armstrong, 2000). It answers the question whether an employee performs his or her duties, jobs and responsibilities rightly and is a factor that is critical for organization's success (Mathis & Jackson, 2008).

No conclusion has been arrived at by human resource management scholars on definition of service delivery in organizations. This has then caused ambiguity in the definition and clarification of measures of service delivery. Comparing services acquired within an organization with expectations is however what service quality is. A high service delivery workforce helps achieve needs of customers while still remaining competitive economically (Zeithaml & Bitner, 2006).

Service delivery of police officers has continued drawing concerns from the external and internal circles and can be termed as the adopted police procedures that help in perpetuating harmonious indirect and direct relationship with the citizens. This in essence entails the routine duties performed in policing whose outcomes are related directly to conflict control that impact the lives of human beings and affect social order (Maslov, 2015). The main role of police has been to provide an environment where rights of citizens can be respected. Traditionally, reduction in crime rates was majorly used as a measure of police officers'

service delivery but are however inadequate in creating a police service delivery measure that is reliable. Other than crime rates reduction, lowered complaints against police, application of formulated standards, arrests made and response time are the other usable attributes in measuring police service delivery (Dave, Ortis, Euler & Kuyendall, 2015). Managers of policing and administrators ought to be aware of police officers' service delivery measurement in order to examine the appropriateness of specific internal policies (Maslov, 2015).

This study measured service delivery by employing SERVQUAL model developed by Parasuraman (1985) and adopted by a number of researchers such as (Njau, 2019; Maboja, 2018; Pakurar, Haddad, Nagy, Popp & Olah, 2019) who all employed five service quality dimensions namely assurance, reliability, empathy, responsiveness and tangibility. The dimensions have an implication that there is a notable gap between services offered by police officers and customers' expectations. Yarimoglu (2014) highlights the following characteristics of services:

Tangibles are physical facilities such as personnel, equipment and materials used in communication. They are thus the physical aspects of a service that are used by customers while assessing quality. They entail such factors as neatness of police officers, external appearance of a police station and cleanliness of ablution facilities. Sharmin, Tasnim and Shimul (2016) term a tangible as an element that is distinct and demonstrates consistency over various cultures. According to Kant (2017), it can be rightly asserted that there is a significant effect of tangibility on customers' satisfaction. Equipment that are sophisticated have a positive influence on service delivery of employees.

Assurance entails the knowledge and courtesy of employees and their capability to transfer trust and confidence to the customers (Givarian, Samani, Gherbani & Samani, 2013). It entails always informing customers in a language that they understand and also listening to them regardless of their age and education level. Assurance encompasses the attitudes and behavior of employees and the employees' ability to provide courteous, friendly and confidential services. It refers to the capability of workforce with the possessed knowledge to inspire the confidence and trust that will ably affect the level of customers' satisfaction.

Abdullah, Suhaimi, Saban and Hamali (2011) opine that responsiveness improves the customers' satisfaction because customers feel more confident towards an employee who portrays a courteous and pleasant behavior while offering a service. Ladhari, Ladhari and Morales (2011) in a research conducted a comparison of perceptions of quality of bank service among Canadian and Tunisian customers. The findings were that responsiveness which is one of the service delivery's dimensions contributed most to the overall customer satisfaction.

Empathy implies that there is need for the customers to feel prioritized by the organization that is offering services. It encompasses paying close attention, caring and service provision to customers. A conveyance of the feeling that a customer is special and unique is very important (Sharmin, 2016). Empathy is the capability of taking care of customers and paying individual attention to them during the time of provision of services. Reliability entails that organizations deliver services right the first time. Reliability also portrays that organizations endeavor to meet promises and pay very close attention to the deliverables.

1.1.2 Workforce Agility Practices

Workforce agility practices entail the supportive human resource undertakings adopted to produce adaptive, proactive and resilient employees with an aim of improving service delivery of employees amidst the unpredictable changes in the work place (Muduli, 2017). The major practices representing the workforce agility architecture according to Sumukadas and Sawhney (2010) include employee involvement exercises, organizational training, rewards, participatory environment, value changing organizational culture and productivity improvement through team work. Workforce agility on the other hand entails the capacity of employees to respond flexibly and quickly to their environment so as to tackle emerging challenges using a tackle that is innovative (Dove & LaBarge, 2014). It refers to the ability to use positive agents to cope with changes so as to reach prosperity and growth.

Alhamid (2015) postulates that the management in organizations ought to search for strategies and solutions that enhance survival and help their employees tackle unpredictable, unexpected and unprecedented changes in environment. There is need for organizations to react faster to changes than their competitors do so as to realize market place competitive advantages as postulated by Robert and Grover (2012). Heckler and Powell (2016) state that

work force agility organizational practices help employees to apply skills, knowledge and work experience so as to respond to changes that are unexpected in an organization.

According to Kidd (1994) cited by Horney (2013), workforce agility practices enable employees to respond to changes and benefit from them as individuals and also helps them to be responsive to environmental demands in the right means and in the right time. An agile workforce has to have broad capabilities and a broad vision to tackle the turbulences in the market by having the positive angle of such dynamic conditions as abrupt shifts in preferences of customers.

Maimuna and Rashad (2013) assert that organizations that are able to adapt to changes and learn faster than their competitors are the favorable ones in the 21st century. Quickly adapting employees are required in organizations' need to adapt to the world market that is ever changing. The realization of Kenya's Vision 2030 and economic improvement of the country partially requires a harmonious and peaceful citizens' existence which calls for a high security level (Barasa, 2014).

In the wake of COVID-19 pandemic that has hit the globe, successful organizations are those which can retool and restructure their delivery models at pace with the nature of the current turbulent economy whilst operating with an employee base that is highly virtual (World Economic Forum, 2020). Winning organizations on the other hand are those that have taken COVID-19 pandemic as an opportunity to learn and disrupt themselves through massive digitization and innovation. World Economic Forum (2020) asserts that the crisis demand for incorporation of workforce agility practices so as to adapt to the frequently changing regulations and systems in the work place.

Civilian security enhancement in Kenya falls squarely under the Kenya National Police Service which is tasked with the role of providing a police service that is of quality to the Kenyan members of public by ensuring that rule of law is upheld and that strong community partnerships are created and maintained for a sound economic, social and political development of Kenya (National Police Service Act, 2011). Investigation is about collecting information from different sources and analyzing that information. It therefore requires police officers to have skills on how to interview a witness or a suspect and skills,

knowledge and experience on how to cooperate with the community so that information can be easily gotten from the citizens (Service Standing Orders, 2017).

Employers that value workforce agility create a culture for developing employees and in the end are in a position to attract a pool of employees that are developed highly (Kipkebut, 2010). According to Vision 2030, Kenya's economic growth has been forecasted at ten percent, a target that needs collective responsibility so as to avoid the state of that dream being elusive. The above can be realized if the organizations remain focused to the employees' empowerment opportunities that help all citizens play their role in improving service delivery. According to Kenya Police Service Strategic Plan (2013-2017), the relationship between the public and security agencies will only be enhanced by comprehending human emotions, human drives, inhibitions and knowledge of crucial training techniques.

Iravani and Krishnamurthy (2007) while conducting a study on workforce agility in maintenance and repair environment emphasized on the role of organizational training as a workforce agility practice. Efficient training climate calls for organizations to develop and nurture a training environment within an organization in a bid to drive people to be highly innovative and open in looking for ideas that are new. Organizations that have a commitment to training and learning develop managers and employees who can cope with and manage changes (Muduli, 2017).

Sumukadas and Sawhney (2004) assert that nontraditional based rewards namely monetary rewards, non-monetary rewards, skill based pay, recognition and praise have a high likelihood of enhancing workforce agility. Higher order practices of employee involvement namely employee participation, job enrichment and self directed work teams have a higher capacity of enhancing workforce agility than lower order employee practices namely quality of work life, quality circles, suggestion system and survey feedback (Sumukadas & Sawhney, 2004).

Muduli (2007) postulates that information system is essentially intertwined with developing a suitable systems' platform so as to promote the employees's agility for operational flexibility and an action that is speedy. This study thus conceptualized workforce agility

practices as organization training, reward strategies, employee involvement and information systems which together improve service delivery by enhancing workforce agility as postulated by Muduli (2007), Horney (2013) and Sumukadas and Sawhney (2004).

1.1.3 Job Satisfaction

Courtney and Younkyoung (2017) postulates that job satisfaction entails the way an employee feels about his or her job and the organization that employs him or her. Job satisfaction however should encompass both facet job satisfaction (satisfaction with the employees' matters such as promotion and safety) and overall satisfaction while on the job. Razak, Sarpan and Ramplan (2018) posit that job satisfaction is an individual reaction to work and work environment that also entail assessment of work and attitudes. Each employee has his or her own level of satisfaction as per the value system that applies to him or her. The more the aspects of the employee are in accordance with the aspects of work, the higher the level of job satisfaction (Razak, Sarpan & Ramplan, 2018).

Job satisfaction according to Olorusula (2012) is a concept consisting of extrinsic and intrinsic dimensions. Olorusula (2012) further postulates that extrinsic dimension is situational and depends on promotion, job security et cetera while intrinsic motivation sources rely on the characteristics of an individual such as use of initiative, symbolic facts of the job, relationships with the supervisor et cetera. Sajuyigbe, Olaoye and Adeyemi (2013) assert that many people feel satisfied on the job when they have a conviction of bright future prospects that may translate into rooms for advancement in their workstation or even a chance of joining greener pastures.

Recognition of achievements by the managers according to Adeyemi (2013) enhances work satisfaction and service delivery. Sajuyigbe, Olaoye and Adeyemi (2013) posit that conditions of work impact positively on job satisfaction provided the working conditions are notably good. According to Theresa and Henry (2016), a person who is not satisfied with his or her job carries negative attitudes towards the job assigned. Stella (2013) posits that job satisfaction is the reintegration of effects produced by individuals' perception of his needs in relation to the surrounding and work. In this case, it is the level to which employees have emotions that are positive towards the tasks.

The factors that affect job satisfaction according to Ezeanyim, Ufuaroh and Ajakpo (2019) are promotion potentials, job security, health wellbeing, appreciation, physical conditions, interpersonal relationships, supervision, work situation and communication. Job satisfaction is an emotional condition that is pleasurable emanating from the realization of job values. With globalization, leadership style and technology which pose a strong competition among businesses the world over, organizations must attract and retain resourceful workforce so as to survive in the market (Allen, 2010).

Siddika (2012) asserts that there is need for organizations to understand that employees have their own personal wishes and requirements that ought to be considered if the general objectives of the organizations are to be realized. The role of money in job satisfaction according to Saeed, Rab, Anam, Hafiza, Shireen and Somia (2013) cannot be overemphasized since all employees need money and they work so as to earn the same. A pay therefore plays a pivotal role in job satisfaction of employees.

Lane, Esser, Holte and McCusker (2010) says that if employees are contented and satisfied with the job security, they will then be committed and loyal to their organizations and tend to record better performance than those who are not. Employees look for fair promotion opportunities and therefore fair promotional chances based on employees' skills and abilities increase their loyalty towards their work which in the end translates into higher service delivery (Ombima, 2014). In this study, job satisfaction was conceptualized as health wellbeing, work life balance and considerate supervision.

1.1.4 Leadership Styles

Leadership according to Robbins and Judge (2017) is the capacity to influence followers to achieve the goals and a vision and it is the most crucial skill required of leaders in any organization. Sharma and Jain (2013) assert that leadership is an undertaking by which an individual influences and directs others to attain an objective in a way that makes the process more coherent and cohesive.

Othman, Saad, Robani and Abdullah (2014) postulates that leaders dispense a significant role of fostering a culture that enhances employee retention, creating loyalty and sharing of knowledge. According to Xu and Wang (2008), the function of leadership in any

organization is vital in terms of developing a mission, vision, objectives, strategies and policies along with coordination of the organizational efforts and activities.

Leadership styles are viewed as a mix of various traits, behaviors and characteristics that are employed by various leaders while interacting with their followers (Mitonga-Monga & Coetzee, 2012). Kirkman, Chen, Farh, Chen and Lowe (2009) opines that there are several styles that expound on leadership's effectiveness key among them being transactional and transformational leadership styles that record a significant strong positive correlation with the employees' service delivery.

Transformational leadership refers to influential traits, leader's behavior, situational variables and power which influence service delivery of employees in a positive direction by motivating the workforce to perform more than expected and also enjoy the job they do (Beherey, 2008). Transformational leaders help employees to come up with new modes of tackling the organizational challenges. Transformational leaders inspire, are proactive and motivate followers to achieve higher order goals through influencing beliefs, values, behaviors and attitudes of follower (Giddens, 2017). Transformational leadership style influences followers using stories, humour, metaphors, personal reflection and images.

In transactional leadership, higher achieving employees are appreciated through the reward system that has been established (Batista-Taran, 2009). Transactional leaders are thus focused on employee service delivery and task completion and that is the reason why negative and positive reinforcements are employed in achieving results. Boerner, Eisenbeiss and Grieser (2007) assert that whereas transactional leadership focuses on maintaining the existing work processes and work culture, transformational leaders stimulate employees to exceed the organization's expectations.

The suggestion of investigating the influence of transactional and transformational leadership on the organization service delivery is justified from the arguments of Zohra, Mukaram and Syed (2018) who opines that efficient leaders are those that exhibit transformational and transactional styles of leadership. It is on this premise that the study sought to examine the moderating influence of leadership styles on the relationship between workforce agility practices and service delivery of Kenya Police Service officers in Nairobi City County, Kenya.

1.1.5 Kenya Police Service

The Kenya Police Service has its roots in the late nineteenth century and was solely formed to provide security to the Imperial British East Africa Company. It was however formalized in 1920 when Kenya became a protectorate. The Kenya Police Service is a construct of the Kenya National Police Service Act (2011) endowed with the responsibility of ensuring enforcement of law and order in Kenya. There are a number of formations and units under the Kenya Police Service namely the General Service Unit, Kenya Police Main Campus, Railways Police Unit, Kenya Police Airwing, Kenya Airports Police Unit, Diplomatic Police Unit and the Maritime Police Unit.

The Kenya Police Service as currently constituted is under the headship of the Inspector General of the National Police Service and the Deputy Inspector General, Kenya Police Service. The Kenya Police Service is further divided into eight regions namely Nairobi, North Eastern, Eastern, Western, Central, Rift Valley, Nyanza and Coast, each under the supervision of a regional police commander. There are currently forty seven county policing areas, each under the command of a county policing commander. Policing counties are further segmented into policing sub counties each directed by a Sub-County Police Commander with policing sub counties further divided into ward commands headed by ward commanders. Under police station commands lie police posts and patrol bases (The Service Standing Orders, 2017).

The Kenya Police Service's mission is provision of police service that is people centred and professional by way of upholding rule of law and ensuring community partnership in ensuring that there is observation of rule of law. "Utumishi kwa Wote" which means service for all is the Kenya Police Service's motto. The primary mandate of the Kenya Police Service is to preserve peace, to maintain law and order, to investigate crimes, to protect life and property, to prevent and detect crimes, to collect criminal intelligence, to apprehend offenders and to enforce all regulations and laws that the organization is charged with (National Police Service Act, 2011).

The Kenya Police Service has its ranking as follows starting with the highest: Inspector General Police, Deputy Inspector General, Senior Assistant Inspector General, Assistant Inspector General, Commissioner of Police, Senior Superintendent, Superintendent,

Assistant Superintendent, Chief Inspector, Inspector, Senior Sergeant, Sergeant, Corporal and the lowest one being a Police Constable. Kenya's Inspector General reports to the cabinet secretary at the time in charge of Interior and Coordination of National Government who then reports on all security matters to the president of the country (National Police Service Act, 2011).

Between January and June 2019 only, IPOA received a total of 1,717 complaints from members of public revolving around inaction by police, abuse of office, harassment, physical assault, wrongful detention, police corruption, malicious prosecution, unwarranted shootings, sexual offences and deaths in police custody (IPOA, 2019). This is in spite of the Kenya government's effort in undertaking reforms through revision of police training curriculum, procuring of sophisticated equipment, reviewing of police pay and betterment of housing facilities. Poor service delivery by police officers leads to irreparable damage to principles, democracy and confidence towards police officers (Murunga, 2014). The aforesaid indicates that there is a major problem in the Kenya Police Service and there is need for a study to unearth it and come up with workable solutions. It is on this premise that the researcher purposed to conduct a study on workforce agility practices and service delivery of police officers in Nairobi City County, Kenya.

1.2 Statement of the Problem

Police officers especially in Nairobi City County have turned rogue and Kenyans are nowadays waking up to news of police officers found robbing from those whose lives they ought to be protecting (Nairobi County Crime Statistics Report, 2019). Transparency International in a survey found out that more than fifty eight percent of the Kenyan citizens are not satisfied with service delivery of police officers in Kenya (Transparency International, 2016). Following the dusk to dawn curfew set by the president of Kenya to manage Corona Virus, IMLU between 27th March and 8th April 2020 only had recorded 25 cases of torture, extrajudicial executions and ill treatment all attributed to police excesses (IMLU, 2020).

Were (2013) asserts that there is need to conduct a research on other attributes that affect service delivery of police officers other than the work environment, resources and legal framework. Policing has become a difficult undertaking and the roles that police officers

play have become extremely complex. This needs a thorough relooking by future researchers by deviating from the hitherto known models of security enhancement (Maina, 2017). Weisdurd, Telep, Hinkle and Eck (2018) posits that previous studies in policing have been pegged much on policing ways thus neglecting the goals of crime control and prevention and other community's ills. Goldstein (2018) argues that police officers should expand the policing tools beyond law enforcement which is seen as the common tool of the standard policing model.

Alavi, Abd-Wahab, Muhmad and Shirani (2014) stated that work force agility has not been systematically studied in many organizations and recommended the need to examine workforce agility effects in future. Recent studies have also paid less attention on the link between work force agility processes and service delivery with the focus being mostly on manufacturing agility. Sherehiy and Karwoski (2014) postulates that there is little empirical research available on workforce agility practices.

While examining the relationship between knowledge management practices and workforce agility, Aladwan (2017) carried out an empirical investigation at Jordanian Pharmaceutical Companies. 250 questionnaires were distributed to managers and heads of departments. The research revealed that knowledge management practices have a significant influence on workforce agility. The study however focused on workforce agility attributes (proactivity, adaptability and flexibility) but the current study focused on workforce agility practices namely organization training, reward strategies, employee involvement and information systems.

In a correlational study on the relationship between workforce agility and organizational intelligence, Sohrabi, Asari and Hozoori (2014) used the companies of Iran High Council of Informatics as the case study. The population included employees and managers working in the grade one companies. The results revealed a significant positive correlation between organizational intelligence and workforce agility. The current study sought to establish the influence of workforce agility practices on service delivery of police officers in Nairobi City County, Kenya.

Sherehiy and Karwowski (2014) examined the relationship between workforce agility and work organization in small manufacturing enterprises. 82 office workers, 41 managers and

51 production workers participated in the study. Questionnaires were used in data collection. The paper revealed that job uncertainty and job demands had a significant influence on workforce agility. The current study is however on workforce agility practices in the public sector specifically on police officers in Nairobi City County, Kenya.

This study also examined the moderating influence of leadership styles and the mediating influence of job satisfaction on the relationship between work force agility practices and service delivery since a myriad of the previous studies done point to a direct linkage between workforce agility and service delivery. In the light of the aforesaid, this study thus endeavored to establish the influence of workforce agility practices on service delivery of police officers in Nairobi City County, Kenya.

1.3 Objectives of the Study

This study comprised of one general objective and six specific objectives as depicted below.

1.3.1 General Objective

The study's general objective was to establish the influence of workforce agility practices on service delivery of police officers in Nairobi City County, Kenya.

1.3.2 Specific Objectives

The study's specific objectives were;

- i) To determine the influence of organizational training on service delivery of police officers in Nairobi City County, Kenya.
- ii) To examine the influence of reward strategies on service delivery of police officers in Nairobi City County, Kenya.
- iii) To establish the influence of employee involvement on service delivery of police officers in Nairobi City County, Kenya.
- iv) To examine the influence of information systems on service delivery of police officers in Nairobi City County, Kenya.
- v) To determine the mediating influence of job satisfaction on the relationship between workforce agility practices and service delivery of police officers in Nairobi City County, Kenya.

- vi) To examine the moderating influence of leadership style on the relationship between workforce agility practices and service delivery of police officers in Nairobi City County, Kenya.

1.4 Research Hypotheses

The following hypotheses in this research all stated in their null form were tested:

- Ho₁ Organizational training has no significant influence on service delivery of police officers in Nairobi City County, Kenya.
- Ho₂ Rewards strategies have no significant influence on service delivery of police officers in Nairobi City County, Kenya.
- Ho₃ Employee involvement has no significant influence on service delivery of police officers in Nairobi City County, Kenya.
- Ho₄ Information systems have no significant influence on service delivery of police officers in Nairobi City County, Kenya.
- Ho₅ Job satisfaction has no mediating influence on the relationship between workforce agility practices and service delivery of police officers in Nairobi City County, Kenya.
- Ho₆ Leadership style has no moderating influence on the relationship between workforce agility practices and service delivery of police officers in Nairobi City County, Kenya.

1.5 Significance of the Study

The study will assist the Kenya Police Service's management in examining the extent to which workforce agility practices assist in improving service delivery in terms of reduction of crime rates, bringing down number of complaints against police officers and ensuring a holistic delivery of quality service to the Kenyan citizens. Due to the great importance of the police agency in any government, the study will go a long way towards assisting policy makers such as National Police Service Commission and the Independent Policing Oversight

Authority in security policy revisions that will help in enhancing service delivery of police officers.

The study will also assist future academicians and researchers in providing empirical literature which can be employed as their study basis. The research will establish new models, new data, new knowledge frontiers and new interpretations on bedeviling issues to the stakeholders in the security sector. The recommendations arrived at will finally help in forming a basis for improving service delivery in the security sector nationally and internationally. The security of the state will assist in realizing overall economic development of the country.

1.6 Scope of the Study

The study purposed to establish the influence of workforce agility practices on police officers' service delivery in Nairobi City County, Kenya. The researcher's choice of Nairobi City County was because it is the county with the highest number of police officers according to Kenya Police Service Data Centre (September, 2020). The reason for the six selected police sub counties (Central, Starehe, Buruburu, Kayole, Kasarani and Lang'ata) was because they are the oldest and they record the highest crime levels as per the Kenya Police Service's Annual Report (2019).

The findings generated were representative of the entire units of the Kenya Police Service. This is because as a matter of policy, police officers are transferred after serving in a particular station for three years and the said transfer may be to any policing unit in the country. This thus implies that the target respondents have had a touch on most of the Kenya Police Service units and formations in their tour of duty.

The study variables were organization training, employee involvement, reward strategies, information systems, moderating influence of leadership style and mediating influence of job satisfaction. This is because a number of researchers are in agreement that the four independent variables mentioned are the workforce agility practices that positively impact on service delivery (Muduli, 2007; Horney, 2013; Sumukadas & Sawhney, 2004). The researcher also incorporated leadership style as a moderating variable and job satisfaction as a mediating variable.

The study utilized descriptive and causal research design and had a target population of 6,945 police officers. The study took approximately twelve months.

1.7 Limitation of the Study

The study findings may not portray the state of affairs in other police counties in the country because police work is unique in different areas. The study however mitigated this by recommending other researchers to conduct studies in other police counties other than Nairobi in a bid to increase the existing body of knowledge.

The target respondents were reluctant from giving important information owing to high sensitivity of national security matters. The study nonetheless used Kenyatta University's introduction letter to assure the respondents that the study would purely be for academic purposes and that there would be utmost confidential treatment of the provided information.

Most of the respondents were very busy and they could not fill the questionnaires during the expected time owing to the demanding nature of police work. The researcher however mitigated this by making repeat visits and administering the questionnaires after the official work hours when the officers would be available.

1.8 Organization of the Study

This thesis is organized as follows; Chapter one contains the study's background, problem statement, the study's general and specific objectives, research hypotheses, the study's significance, the study's limitation and the study's scope. Chapter two contains theoretical literature review, empirical review and the conceptual framework. Chapter three comprises the study's methodology, philosophy of the research, research design to be adopted, empirical model, target population of the study, size of the sample and the procedure used while sampling, instruments for data collection, reliability and validity of the research instruments, procedure for data collection, operationalization of variables, data analysis and presentation, diagnostic tests and ethical considerations of the research. Chapter four contains research finding and discussions while Chapter five encompasses the study's summary, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains a review of the theories that underpin the study and the empirical literature connected to the study variables of workforce agility practices which include; Employee involvement, organization training, reward strategies, and information systems. The literature on mediating and moderating variables, that is, job satisfaction and leadership style respectively has also been reviewed. The research gaps that the study addressed have also been outlined and the chapter concludes by presenting a conceptual framework that depicts the relationship among the study's variables.

2.2 Theoretical Literature Review

A theoretical underpinning is the fibre that holds or supports a theory or theories of a study; it outlines the theory or theories which explain why the research problem under study exists (Swanson, 2013). This study was built on the following theories to investigate workforce agility practices in the case of police officers; AMO Theory, Equity Theory, Vertical Dyad Linkage Theory, Technology Acceptance Model and SERVQUAL Model.

2.2.1 SERVQUAL Model

The theory was proposed by Parasuraman, Zeithaml and Berry (1985) when seeking to address the gap that exists between the expectation of customers and the satisfaction that the customer actually gets after consuming a particular product or service. The expected service is a result of past experiences between a customer and the provider of a service. The model demonstrates ten factors that may influence the gap's appearance namely responsiveness, reliability, competence, communications, access, courtesy, security, credibility, tangibles and understanding the customer.

Suuroja (2003) later improved on the model and came up with five generic dimensions of service quality as follows: Reliability which entails the ability to render a promised service dependably; Tangibles which include equipment, physical facilities and how the service providers appear; Responsiveness which entails the ability to offer a prompt service and the willingness to assist customers; Empathy which entails offering of individual attention;

Assurance which entails competence and capability of inspiring confidence and trust to the customer.

Buttle (1996) criticizes the model by asserting that there is no universality of the five dimensions and that the dimensions on service quality are merely contextualized. The model is however relevant since it addressed the dependent variable (service delivery) by outlining how service delivery of police officers can be bettered by ensuring responsiveness, empathy, reliability, tangibility and assurance.

2.2.2 Ability, Motivation and Opportunity Theory

The main proponent of this theory is Bailey (1993) who postulates that the effort of employees requires three components namely the necessary abilities and skills, proper motivation and the employer also has to accord the employees an opportunity for participation. AMO theory is an acronym for the three ingredients that enhance service delivery namely ability, motivation and opportunity for participation.

Appelaum, Bailey, Berg and Kalleberg (2000) opines that the AMO theory properly explains on the need for the management to enhance employees' skills, provide rewards and provide opportunities to use their skills and abilities through employee involvement. Musah (2008) in a study found out that motivated, skilled and flexible workforce assists organizations in their bid towards having core competencies which in turn enhance service delivery.

According to Fu, Flood, Bosak, Morris and O'Reagan (2013), enhancing of ability seeks to improve knowledge, skills and abilities through interventions such as training. Motivation on the other hand is ensured through intrinsic and extrinsic rewards while the opportunity dimension is ensured through such interventions as self directed work teams and participatory management (Munteanu, 2014). Boxall and Purcell (2003) asserts that efficient high performance work systems need three requisite ingredients for the employees' discretionary efforts to be properly employed: chances of participation, proper incentives and employees' training and development policy. Positive discretionary behaviors are linked with walking an extra mile by voluntarily taking additional tasks thereby enhancing service delivery (Purcell, Kinnie, Hutchinson, Rayton & Swart, 2003).

The theory has however been criticized in that studies done linking AMO theory and service delivery depicts association but do not reveal causation owing to lack of sufficient empirical evidence (Kellner, Cafferkey & Townsend, 2019). The theory is however relevant since it supported organization training, reward strategies, employee involvement, information systems, leadership styles and job satisfaction variables of this study.

2.2.3 Equity Theory

The theory was proposed by John Stacey Adams (1963) when in General Electric Company in Crotonville, New York serving as a research psychologist. Adams (1963) defines equity as the ratio of the individuals' skills or effort (input) and job rewards (output) given to an employee. According to Chiekezie, Nzewi and Orogbu (2009), employees gauge the equity of rewards given through a comparison of the rewards that others get for the same input and the equity theory illustrates the relationship between the employee's perception of fairness of his/her treatment and how demotivated one is.

Equity theory rests on the assertion that a worker becomes demotivated when he/she feels that the input he/she brings in an organization are higher than the rewards offered in return and demotivation is manifested in the ways of feeling disgruntled or reduction in efforts. If the employee's output-input ratio is equal to the other employee that he or she is being compared to, the worker attracts distributive justice or equity whereby distributive justice is the equitable payment between a worker and the comparison other (Adams, 1965). A state of inequity due to underpayment would occur if the worker's ratio of outcomes to input is lower than one for the comparison other. If the outcomes to inputs ratio of a worker is higher than that of another, a state of inequity is felt by the employee owing to overpayment (Adams, 1965).

Abdelghafour and Faisal (2002) opine that there is need for supervisors at all levels to seriously consider equity theory while dealing with employees whether in administering pay, promotions or recognitions or in issues of improvements, training and development. Adams (1965) asserts that lowly regarded rewards exude dissatisfaction which in turn leads people to reciprocate by reducing the inputs (lowering service delivery) and in some cases turnover arises. The major drawback of this theory is that it does not take into consideration the different cultures and individual differences and also that the overpayment aspect of the

theory of equity needs more testing with a focus on other constructs. The theory however addressed the reward strategies and job satisfaction variables of the study.

2.2.4 Vertical Dyad Linkage Theory

The theory was proposed by Dansereau, Graen and Haga (1975) who viewed the quality of relationship between members and leaders as the leeway to comprehending leader-effects on teams, organizations and members. Erdogan and Bauer (2015) posit that the theory holds squarely on the basic assumption that leaders affect the group members through the quality of the relationships that they build with them. Relationships that are of high quality are marked by sharing of valuable resources, opportunities for development, support, mentoring and other benefits to the employees. Dulac, Coyle-Shapiro, Henderson and Wayne (2008) further says that giving such resources leads to a push to reciprocate to the leader on the side of the members by showing higher levels of voluntary behaviors and high loyalty.

For a meaningful change to happen in an organization without any hitches there is need for subordinates and leaders to treat individual followers differently ending up with two groups namely out-group and in-group (Kamau, 2017). Followers and leaders come up with dyadic relationships and individual followers differently treated by leaders end up with two groups namely an out-group and an in-group (Erdogan & Bauer, 2015). Whereas the in-group includes a small number of trusted followers with whom the leaders establishes a special high quality exchange relationship, the out-group members comprise of the remaining followers with whom the relationship with the leader remains more formal (Venkat, 2005). The main principle of this theory is that the employees and leader's service delivery is pegged on their relationship quality. Such classification according to Hoye (2014) is based on leaders-followers working relationships, followers' competencies and accomplishments and the followers' assumed roles and responsibilities.

Mohammad and Hairul (2015) assert that in-group members are formed almost immediately after the same accept offers to enhance a fruitful dyadic relationship with the leader. They are committed to achieving task objectives, display high levels of loyalty and they volunteer for additional duties beyond the ones that they are delegated to do. The leaders then reciprocate by offering the in-group members additional support, high levels of responsibility, handsome rewards and access to resources. The out-group members

according to Hoye (2014) in contrast perform only what they are prescribed to as per the contract and have more formal employment with the leaders. Leaders will then respond by providing limited support, limited trust, low attention and none or few rewards (Mohammad & Hairul, 2015).

The theory has been criticized for failing to address pertinent fairness issues such as communication of important matters in an organization, rules in the decision making and fairness of promotion and pay increment opportunities. Another criticism is that the theory defies the basic construct of fairness where human beings are taught to treat everyone equally and get along with everyone (Maslyn, Schyns & Farmer, 2019).

The theory is relevant in this study by looking at how the leadership of the Kenya Police Service can use inspiration to motivate the police officers into following a certain course of action in the country. Junior police officers with a higher quality leader-member exchange relationship become less stressed more motivated and exhibit a high job satisfaction level. The theory can also help security practitioners by exploring the factors that can assist in retaining committed and talented police officers for the benefit of the KPS and the citizens by appreciating the indispensable role of employee involvement. The theory therefore supported the employee involvement variable of the study.

2.2.5 Technology Acceptance Model

The model was created by Davis (1986) who postulated that technology users are affected by three fundamental factors namely perceived ease of use, perceived usefulness and attitude towards the system's usage. TAM was built from the Theory of Reasoned Action that provides a ground for evaluating how external variables affect attitudes, beliefs and intentions to use new technologies. In other words, employees gauge the implications prior to engaging in a particular behavior (Wu & Li, 2011).

The model asserts that the more the employees recognize that the information systems will ease the completion of tasks, the higher the likelihood that they will use and adopt the new technology as being vital. TAM theorizes the relationships between attitudes, beliefs and behavioral intentions to forecast adoption of information technology by users (Zahid, Ashraf, Malik & Hoque, 2013). The basic foundation of the TAM is that the more accepting

users are to new systems, the more willing they are in making changes in their behavior and using their effort and time to actually start using the system (Jones, McCarthy, Halawi & Mujtaba, 2010). Teo (2013) postulates that social influences, individual differences, attitudes, beliefs and situation are the factors that affect the intention of use of technology and promote the ability to reject or accept it.

From this model, an inference is drawn that if an individual perceives that using a certain form of technology will bring some advantages to an organization, the individual will be much willing to adopt it. In addition, if the new information system is perceived to be easily implementable, people will not hesitate to adopt it. Technology thus has become a resource that enhances access to information that is up to date for advancement of development and productivity (Oluwole, 2013).

The model has however attracted a fair share of criticisms from a number of scholars. Zahid, Ashraf, Malik and Hoque (2013) assert that the model does not consider factors such as education and age being variables that could affect the willingness and acceptance to use technology. Priyanka and Kumar (2013) posit that Technology Acceptance Model does not adapt and accommodate the frequently changing settings in the information technology leading to theoretical confusion and chaos. The model is however applicable to the KPS in that if police officers will fathom the advantages of using information systems in achieving workforce agility and if they are able to use it with ease, then they are highly likely to embrace the utilization of information systems in ensuring overall quality service offered to the citizens. The theory thus ably supported the information systems variable of the study.

2.3 Empirical Literature Review

This section presents empirical reviews done on organizational training, reward strategies, employee involvement, informational systems, job satisfaction and leadership styles.

2.3.1 Organization Training and Service Delivery

Khakayi (2016) examined the training's influence on service delivery of non teaching workforce at management level in selected public universities in Kenya. The specific study's objectives were to explore the influence of training mode, training needs assessment, training duration and training feedback on service delivery. The research was done on eight

Kenyan universities and it was both quantitative and qualitative. Sampling was conducted by use of stratified random sampling and purposive sampling. The study revealed that training mode, training duration and training feedback have a positive effect on service delivery of non teaching employees and therefore public universities should administer training needs assessment to note areas affecting workforce and offer training recommendations. The study however used teamwork, adherence and accomplished target goals as the service delivery indicators while the current study used responsiveness, reliability, tangibility, assurance and empathy as the service delivery measures. Whereas the reviewed study used motivation as the moderating variable, the current study employed job satisfaction as the mediating variable and leadership style as the moderating variable.

Ateya (2016) in a case study on Program for Agriculture and Likelihoods in Western Communities (PALWECO) in Busia County examined the role of training evaluation, delivery approaches and training needs assessment on employee service delivery. Descriptive research design was employed. Inferential and descriptive analysis was done using SPSS. There was a revelation that training delivery, training needs assessment and training evaluation had a significant influence on employees' service delivery. The reviewed study however did not incorporate mediating and moderating variables but the current study employed leadership style as the moderating variable and job satisfaction as the mediating variable. The reviewed study also employed census technique whereas the current research used stratified and random sampling technique to arrive at the desired sample size.

Odhiambo (2018) in a study purposed to determine the effect of training methods, training needs analysis, training content and development programs on employee service delivery at Safaricom Company Limited. Descriptive research design was employed. Random sampling of three hundred and seventy seven respondents was done. Primary data was collected using structured questionnaires and analysis was then conducted using standard deviation, mean, frequencies and percentages. The reviewed study found out that training methods, TNA, development programs and training contents significantly influenced service delivery of employees. There is a gap in the sampling procedure in that the reviewed study used simple random sampling while the current study used multistage probability technique. The current

study also considered training evaluation and training policy when conceptualizing training, a thing that the reviewed research did not.

Nassazi (2013) conducted a study to determine the influence of training on employee service delivery whilst using Uganda's telecommunication industry as a case study. The research was anchored on three case studies of the largest Uganda's telecommunication industries. Questionnaires were employed in collecting data and qualitative approach of research was used. The findings evidently showed that training has a significant positive influence on service delivery of employees. There exists a contextual gap in that whereas the reviewed research was done in Uganda's Telecommunication Industry, the current research was done on service delivery of police officers in Kenya.

2.3.2 Reward Strategies and Service Delivery

Nnaji and Egbunike (2015) in a study on influence of rewards on service delivery in organizations used a case study of Awka Metropolis's selected commercial banks. Data analysis was done using two way ANOVA and regression techniques. The findings showed that rewards impact positively on employee service delivery but there exist a significant difference between the influence of extrinsic and intrinsic rewards. The reviewed research was carried out on commercial banks in Nigeria while the current study is on service delivery of police officers in the Kenya Police Service. The current study also incorporated job satisfaction as the mediating variable and leadership style as the moderating variable.

Njanja, Maina and Njagi (2013) conducted a study on influence of reward on service delivery in Kenya Power and Lighting Company. The only study's specific objective was to examine the effect of cash bonus on service delivery of employees. Correlation research design was adopted with 68 employees responding to the questionnaires which were the research instruments employed in data collection. Analysis was by use of Chi Square. The study found out that cash bonus had no influence on service delivery of employees and that there is a need to conduct additional studies on effects of other rewards on service delivery. Whereas the study reviewed considered cash bonuses as the only independent variable, the current study conceptualized reward strategies as financial payments, non financial payments and recognition. The reviewed study also used correlation research design and

therefore it could only show a relationship but not cause and effect. The current study however used both descriptive and causal research design.

While examining the influence of rewards on employee service delivery in Kenya's public universities, Omuya (2018) employed descriptive research design. A sample of 125 human resource employees in selected public universities was employed. SPSS software helped in data analysis and regression model used to establish the relationships. The study found out that training, rewards and proper compensation influences employees' service delivery. Whereas the reviewed study was conducted in Kenya's public universities, the current study was on the Kenya Police Service's officers.

Kikoito (2014) investigated the impact of rewards systems on service delivery of Tanzanian banking industry. Descriptive research design was used which employed both qualitative and quantitative approaches. The study revealed that employees were not satisfied with the reward packages currently offered and that the salary level did not reflect Mwanza City's cost of living since it was too low. Non financial rewards were also found not to be satisfactory to the employees. Whereas the performance indicator in the reviewed study was on the basis of profitability, the current study gauged service delivery using responsiveness, reliability, tangibility, assurance and empathy. Moreover, the reviewed study was carried out in Tanzania whereas the current study was carried out in Kenya so as to fill the contextual gap.

2.3.3 Employee Involvement and Service Delivery

Motieri (2018) investigated the effect of employee involvement on employees' service delivery in Nairobi Water and Sewerage Company. Descriptive research design was employed and a semi structured questionnaire was used while collecting primary data. Analysis of data was by inferential and descriptive statistics. The findings showed a statistically significant positive relationship between employee involvement and service delivery. The reviewed study was however a direct one since it did not bring on board moderating and mediating variables. The current study used job satisfaction as a mediating variable and leadership style as a moderating variable.

In a study on the influence of employee involvement on service delivery at KEMRI, Ambani (2016) adopted a descriptive survey design. Simple random sampling was used to arrive at

174 respondents. Analysis of data was done using descriptive approach while data was presented using tables. Test variables were measured by use of regression analysis. The study found out that KEMRI's employees had well defined objectives and goals, the workforce understood how service delivery of the workforce aids in goal attainment of the entire organization and that representative participation is a means of employee involvement. The current study developed a conceptual framework, a thing that this reviewed study conspicuously lacked. The current study was on security sector specifically on police officers in the KPS whereas the reviewed study was on the medical field.

Muhammad, Nadeem, Syenda and Muzammal (2019) conducted a study on the relationship existing between employee involvement and service delivery in Milieu of Pakistan. The study employed three independent variables namely team orientation, empowerment and capacity development. Regression analysis and correlation were used to prove the hypothesis. The study found out a strong positive relationship amongst team orientation, empowerment and capacity development and employee service delivery. The study also found that organizations that exercise excessive delegation record higher performance than those which do not. Whereas the reviewed study was carried out in Pakistan, the current study was in Kenya so as to close the contextual gap.

Kuria (2017) investigated the influence of employee involvement on service delivery of government health care institutions in Kenya. The study also investigated whether leadership styles have a moderating influence on the link between employee participation and service delivery. A cross sectional survey was employed and collection of data and selection of respondents was through quantitative method. Clustered sampling was used and questionnaires aided in data collection. Linear regression model and Pearson Correlation coefficient were employed while establishing the relationship. The study found out that service delivery is a function of delegation, employee consultation, joint decision making, leadership styles and collective bargaining. The reviewed study however did not bring on board any mediating variable but the current study tested job satisfaction as a mediating variable. The reviewed study was on health institutions in Kenya but the current study was on police officers' service delivery in the Kenya Police Department.

2.3.4 Information Systems and Service Delivery

In a study on factors affecting utilization and information technology adoption in traffic police department in Kenya, Thanga (2016) used a descriptive research design. Simple random sampling was employed to arrive at 47 police officers. Analysis of data was by use of descriptive statistics. The study found out that information on the car owner was crucial in traffic policing. The current study dealt with the effects of information technology on service delivery in not only traffic police but all the police officers in the Kenya Police Service. Whereas the reviewed study only used simple random sampling technique, the current study used both stratified and random techniques of sampling to arrive at a more representative sample.

Hiyam and Tareg (2014) performed a study on the effects of MIS technologies (teleconferencing, electronic mail and telecommuting) on service delivery at the University of Tabuk. In arriving at a sample size of 426 employees, random sampling was employed. The study deduced that MIS technologies improve service delivery at the University of Tabuk in terms of reducing travel and related costs. The reviewed study was conducted in Saudi Arabia while the current study was performed on police officers in the Kenya Police Service. The current study was both descriptive and causal whereas the reviewed study was only exploratory.

Adenkule, Tajudeen and Sunday (2017) performed a study on the role of IT on service delivery of employees in Nigeria's Insurance Industry. A cross examination survey design was adopted. One hundred and twelve participants were arrived at using random sampling technique. The study noted a statistically significant positive relationship between IT usage and service delivery and that many customers nevertheless do not use online services when dealing with the insurance firms despite the awareness levels. The reviewed study was on insurance industry in Nigeria and therefore the results may not be generalized in the security and safety industry in Kenya which informed the current research.

2.3.5 Workforce Agility Practices, Job Satisfaction and Service Delivery

In a bid to establish the contribution of compensation on service delivery, Prayoga and Achmad (2017) used employees of PT Telekomunikasi as the target population. The researcher also investigated whether employee job satisfaction had a mediating influence on

the relationship between compensation and service delivery. The study found out that employee job satisfaction mediates the relationship between employee's service delivery and compensation strategies. The reviewed study was carried out in Indonesia whereas the current study was conducted in Kenya. The reviewed study used saturation sampling technique by incorporating all the population members whereas the current study employed random and stratified sampling methods.

While examining the impact of employee job satisfaction on service delivery, Abdul and Iffat (2014) carried out a study on the banking sector of Muzaffargarh District of Pakistan. Random sampling was done to arrive at 150 employees. Descriptive statistics was employed to establish the relationship between service delivery and job satisfaction. The results found a statistically significant positive relationship between job satisfaction and service delivery. The study also found that better pay, good working conditions, and attractive working relationships result to a higher job satisfaction. The reviewed study was however carried out in Pakistanian banking sector whereas the current study was on the safety and security sector with a focus on service delivery of police officers in KPS.

Odembo (2013) carried out a study on factors influencing job satisfaction at Airtel Kenya with a specific focus on talent development, reward, organization structure and organization commitment factors. The study adopted a descriptive survey research design. The study used a sample size of 50 employees. Inferential and descriptive statistics were employed while analyzing the variables. The study found out that reward, talent development, organizational commitment and organizational structure affect job satisfaction. The current study in addition however tested the mediating influence of job satisfaction on the relationship between workforce agility practices and service delivery of police officers in the KPS. The reviewed study was carried out in the telecommunication industry while the current study was on the security sector with a specific focus on police officers in the KPS.

Muna, Zain and Shaju (2017) in a study on employee service delivery and job satisfaction undertook a theoretical review. The study was interpretivist. The study found that job satisfaction leads to overall organizational output. The study also found out that successful organizations are those that use service delivery measurement tests and periodic satisfaction tests to check the level of the two crucial attributes. The reviewed study was however of a

desk research nature and there was no data collection and thus the study was not empirical. The current study in contrast was empirical in nature in that data was collected from a sample of Kenya Police Service officers in Nairobi City County who were the respondents in the study.

2.3.6 Workforce Agility Practices, Leadership Styles and Service Delivery

Devanadhen and Sofi (2015) in a research on the role of leadership styles in organizational service delivery in the banking sector in Jammu and Kashmin purposed to find out the leadership styles evident. Descriptive survey research design was used and 290 respondents were used in the study. The study found out that only transformational style had significant direct impact on service delivery and was also the more dominant style. The reviewed study was however conducted in the banking sector whereas the current study was conducted in the security sector. The reviewed study in addition used Analysis of Market Structure (AMS) for data analysis but this current study employed multiple regression analysis.

Khaje (2018) examined the influence of leadership styles on organizational service delivery. The study used both secondary and primary data and questionnaires were employed while collecting data. The study revealed that whereas transactional leadership style had a negative relationship with service delivery, transformational leadership style had a positive effect on service delivery. The reviewed study however treated leadership styles as a predictor variable but the current study treated leadership styles as a moderating variable. The reviewed study also never conducted any diagnostic test but the current study tested for multicollinearity, heteroscedasticity, linearity, normality and sample adequacy.

Sajjad, Saher, Muhammad, Fiza and Mohammed (2019) examined the impact of leadership styles on employee service delivery with the mediating influence of psychological capital in Pakistan's textile sector. The study adopted a quantitative research design and data collection was from the lower to middle level managers. The study found out that transformational leadership impacts significantly on service delivery but transactional leadership exhibited an insignificant relationship on service delivery. The reviewed study was conducted in Pakistan's textile industry but the current study was on Kenya's security sector. The reviewed study also tested the moderating influence of psychological capital but the current study tested the moderating role of leadership style.

Faisal, As'ad, Abu-Rumman and Anos (2015) conducted a study on the moderating influence of leadership style on the relationship between leadership practices and organizational service delivery in Jordanian Commercial Banks. Questionnaires were used to collect data and multiple regression model was used to analyze data. The study found a moderating effect of leadership styles on the relationship between leadership practices and service delivery. Whereas the reviewed study focused on Jordanian Commercial Banks thus posing a challenge of generalizability of findings, the current study focused on service delivery of the Kenya Police Service's officers.

2.4 Literature and Research Gaps' Summary

From the reviewed literature, many studies that examined the link between workforce agility practices and service delivery have been done in other sectors other than the security sector. In order to bridge this gap therefore, there was a need for a study to be done in the security sector in Kenya.

Only a few researchers have delved into the moderating and mediating influences of leadership style and job satisfaction respectively on the link between workforce agility practices and service delivery. Many studies reviewed have focused on only one workforce agility practice while disregarding the other three captured in the current study. It is also notable that a good number of studies on workforce agility practices are on other sectors rather than the security sector. Table 2.1 depicts a summary of research gaps plus the literature review.

Table 2.1: Previous Studies' Summary and Research Gaps

Thematic Area	Author (s)	Study Focus	Key Findings	Gap (s) Identified	Focus of the Current Study
Organization Training	Khakayi (2016)	Effects of training on service delivery of non teaching employees at management level in selected public universities in Kenya	-Training mode, training duration and training feedback have a positive effect on service delivery of non teaching employees. -Public universities should administer training needs assessment to note areas affecting workforce and offer training recommendations.	-The study was carried out in Kenyan public universities that are in the education sector. -The study did not incorporate any mediating variable.	-The study was on service delivery of the Kenya Police Service's officers. -The current study employed job satisfaction as a mediating variable and leadership style as a moderating variable.
Organization Training	Odhiambo (2018)	The effect of training methods, training needs analysis, training content and development programs on employee service delivery at Safaricom Company Limited.	-Training methods, TNA, development programs and training contents significantly influence service delivery of employees.	-The study was on the telecommunication industry and the findings may not be generalizable to the security sector. -The study did not include training evaluation and policy when conceptualizing training.	-The study was on workforce agility practices and service delivery of the Kenya Police Service officers. -The current study considered training evaluation and training policy when conceptualizing training

Thematic Area	Author (s)	Study Focus	Key Findings	Gap (s) Identified	Focus of the Current Study
Organization Training	Nassazi (2013)	-Effects of training on employee service delivery by using a case study of Uganda's telecommunication industry.	-The findings showed that training has a positive effect on employee service delivery.	-The research was done in Uganda's Telecommunication Industry and thus the findings may not be generalizable in Kenya. -The study was neither moderated nor mediated.	-The proposed research was on service delivery of the Kenya Police Service officers. -The study employed job satisfaction as a mediating variable and leadership style as a moderating variable.
Reward Strategies	Nnaji and Egbunike (2015)	-Effects of rewards on employee service delivery in organizations	-Rewards impact positively on employee service delivery. -There is a notable difference between the influence of extrinsic and intrinsic rewards.	-The study was conducted on Nigeria's commercial banks thus the findings may not be generalizable in Kenya. -The study was a direct one.	-The study was on service delivery of Kenya Police Service officers. -The current study incorporated leadership style as the moderating variable and job satisfaction as the mediating variable.

Thematic Area	Author (s)	Study Focus	Key Findings	Gap (s) Identified	Focus of the Current Study
Reward Strategies	Njanja, Maina and Njagi (2013)	- Effect of reward on employee service delivery in KPLC.	-The study found out that cash bonus had no influence on employees' service delivery and there is a need to conduct additional studies on effects of other rewards on service delivery.	-The study considered cash bonuses as the only independent variable. -The study was on the energy sector.	-The proposed study conceptualized rewards systems as financial payments, non financial payments and recognition. -The study was on security sector.
Reward Strategies	Omuya (2018)	-Influence of rewards and compensation on employee service delivery in public universities in Kenya.	-The study found out that training, rewards and proper compensation influences employees' service delivery.	-The study was conducted in Kenyan public universities therefore the results may not be generalizable in the security sector. -The study used rewards as the only workforce agility practice.	-The current study was on police officers in the Kenya Police Service. -The current study used four workforce agility practices namely organization training, reward strategies, employee involvement and information systems.

Thematic Area	Author (s)	Study Focus	Key Findings	Gap (s) Identified	Focus of the Current Study
Reward Strategies	Kikoito (2014)	The impact of rewards systems on service delivery of Tanzanian banking industry.	-The study revealed that employees were not satisfied with the reward packages currently offered and that the salary level did not reflect Mwanza City's cost of living.	-Service delivery in this study was on the grounds of profitability. -The study was done in Tanzania.	- The current study gauged service delivery using tangibility, responsiveness, reliability, assurance and empathy. -The study was on police officers in the Kenya Police Service.
Employee Involvement	Motieri (2018)	-To investigate the effect of employee involvement on service delivery in Nairobi Water and Sewerage Company	-The study showed a significant positive relationship between service delivery and employee involvement.	-The study was a direct one since it did not bring on board mediating and moderating variables -The study looked at employee involvement as the only workforce agility practice.	- The current study used job satisfaction as a mediating variable and leadership style as a moderating variable. -The study focused on training, rewards, employee involvement and information systems as the workforce agility practices.

Thematic Area	Author (s)	Study Focus	Key Findings	Gap (s) Identified	Focus of the Current Study
Employee Involvement	Ambani (2016)	-Influence of employee involvement on employee service delivery at KEMRI.	-The study found out that KEMRI's employees had well defined objectives and goals known by every employee.	-The study lacked a conceptual framework. -The study was on the research field.	-The study developed a conceptual framework. -The study was on police officers in the Kenya Police Service.
Employee Involvement	Muhammad <i>et al.</i> , (2019)	-The relationship of employee involvement and employees' service delivery in Milieu of Pakistan.	-The study found out a strong positive relationship between team orientation, empowerment and capacity development and employee service delivery. The study also found that organizations that exercise excessive delegation perform better than those which do not.	-There is contextual gap since the study was carried out in Pakistan.	-The study was carried out in Kenya, specifically on police officers in the Kenya Police Service.

Thematic Area	Author (s)	Study Focus	Key Findings	Gap (s) Identified	Focus of the Current Study
Employee Involvement	Kuria (2017)	-The effect of employee participation on service delivery of employees in government health care institutions in Kenya.	- The study found out that employee service delivery is a function of employee consultation, delegation, leadership styles, joint decision making and collective bargaining.	- The study did not bring on board any mediating variable. -The study was on health care institutions.	-The current study tested job satisfaction as a mediating variable between workforce agility practices and service delivery. -The current study was on the Kenya Police Service officers who are in the security sector.
Information Systems	Thanga (2016)	-Factors affecting utilization and adoption of IT in traffic police department in Kenya.	- The study found out that information on the car owner was crucial in traffic policing.	-The study was carried out on police officers in the traffic department only. -The focus was on only information systems as a workforce agility practice.	-The study involved all the Kenya Police Service officers. -The study considered organizational training, reward strategies, employee involvement and information systems as the workforce agility practices.

Thematic Area	Author (s)	Study Focus	Key Findings	Gap (s) Identified	Focus of the Current Study
Information Systems	Hiyam and Tareg (2014)	-The impact of MIS technologies (teleconferencing, electronic mail and telecommuting) on service delivery at the University of Tabuk.	- The study found out that MIS technologies improve service delivery at the University of Tabuk in terms of reducing travel and related costs.	-Contextual gap since the study was carried out in Saudi Arabia. -The study was on the field of education.	-The study was carried out in Kenya. -The current study was on the security sector.
Job Satisfaction	Abdul and Iffat (2014)	-The impact of employee job satisfaction on employees' service delivery.	-The results revealed a significant positive relationship between job satisfaction and service delivery. -Better pay, good working conditions, and attractive working relationships results to a higher job satisfaction.	-There is a gap in generalizability of findings since the study was carried out in Pakistan. -The study was on the banking sector.	-The study was conducted in Kenya. -The study was on the security sector specifically the KPS.

Thematic Area	Author (s)	Study Focus	Key Findings	Gap (s) Identified	Focus of the Current Study
Job Satisfaction	Achmad (2017)	The mediating role of job satisfaction on the relationship between compensation and employee service delivery.	-Compensation impacts positively on employee service delivery. -Employee satisfaction mediates the relationship between compensation strategies and employee service delivery.	-The study was carried out in Indonesia and the results may not be generalizable in Kenya.	-The research was conducted in Kenya.
Job Satisfaction	Odembo (2013)	-Factors that affect job satisfaction at Airtel Kenya with a specific focus on talent development, reward, organization structure and organization commitment factors.	-Reward, talent development, organization commitment and organization structure affect job satisfaction.	-The study was carried out in the telecommunication sector. -The study tested job satisfaction as a predictor variable.	-The current study was on service delivery of Kenya Police Service officers. -The study tested the mediating effect of job satisfaction on the relationship between workforce agility practices and service delivery of police officers in the KPS.

Thematic Area	Author (s)	Study Focus	Key Findings	Gap (s) Identified	Focus of the Current Study
Job Satisfaction	Muna, Zain and Shaju (2017)	-Relationship between service delivery and employees' job satisfaction.	-Job satisfaction leads to overall organizational service delivery. -Successful organizations are those that use service delivery measurement tests and periodic satisfaction tests to check the level of the two crucial attributes.	-The study was of a desk research nature and no collection of data was done thus the study was not empirical.	- The current study collected data using questionnaires from a sample of Kenya Police Officers in Nairobi City County.
Leadership Styles	Devanadhen and Sofi (2015)	The impact of leadership styles on organizational service delivery in the banking sector in Jammu and Kashmin.	Only transformational style had significant direct impact on service delivery and was also the more dominant style.	-The study was carried out in the banking sector. -Analysis for Market Structure was employed while analysing data.	-The study was carried out on the security sector. -Data analysis was done using multiple linear regression model.

Thematic Area	Author (s)	Study Focus	Key Findings	Gap (s) Identified	Focus of the Current Study
Leadership Styles	Khaje (2018)	-The impact of leadership styles on organizational service delivery.	-Whereas transactional leadership style recorded a negative relationship on service delivery, transformational leadership style on the other hand had a positive influence on service delivery.	-The study treated leadership style as a predictor variable. -The study did not conduct any diagnostic test.	-The current study treated leadership style as a moderating variable. -The current study tested for multicollinearity, linearity, normality and sample adequacy.
Leadership Styles	Sajjad, Saher, Muhammad, Fiza and Mohammed (2019)	-The impact of leadership styles on employee service delivery.	-Transformational leadership impacts significantly on service delivery but transactional leadership exhibit an insignificant relationship on service delivery.	-The study was conducted in Pakistan's textile industry. -The study did a test on the moderating role of psychological capital.	- The current study was on Kenya's security sector. - The current study did a test on the moderating role of leadership styles.
Leadership Styles	Faisal, As'ad, Abu-Rumman and Anos (2015)	-The moderating influence of leadership style on the linkage between service delivery and leadership practices.	-The study found a moderating effect of leadership styles on the linkage between service delivery and leadership practices.	-The study focused on Jordanian Commercial Banks.	-The study focused on the security sector specifically on Kenya Police Service officers.

Source: Researcher (2020)

2.5 Conceptual Framework

The conceptual framework hereby presented is squarely derived from the analysis of literature review done by the researcher. It illustrates the relationship of variables in the current study. The independent variables include organization training, reward strategies, employee involvement and information systems while leadership styles and job satisfaction are the moderating and mediating variables respectively. Service delivery is brought out as the dependent variable and conceptualized as tangibility, responsiveness, reliability, assurance and empathy. It is on this framework that the researcher was able to develop and test different hypotheses. The conceptual framework was further pegged on inclusion of different theories that explain the relationship between workforce agility practices and service delivery. The said theories are the AMO Theory, Equity Theory, SERVQUAL Model, Vertical Dyad Linkage Theory and Technology Acceptance Model as well presented under the literature review.

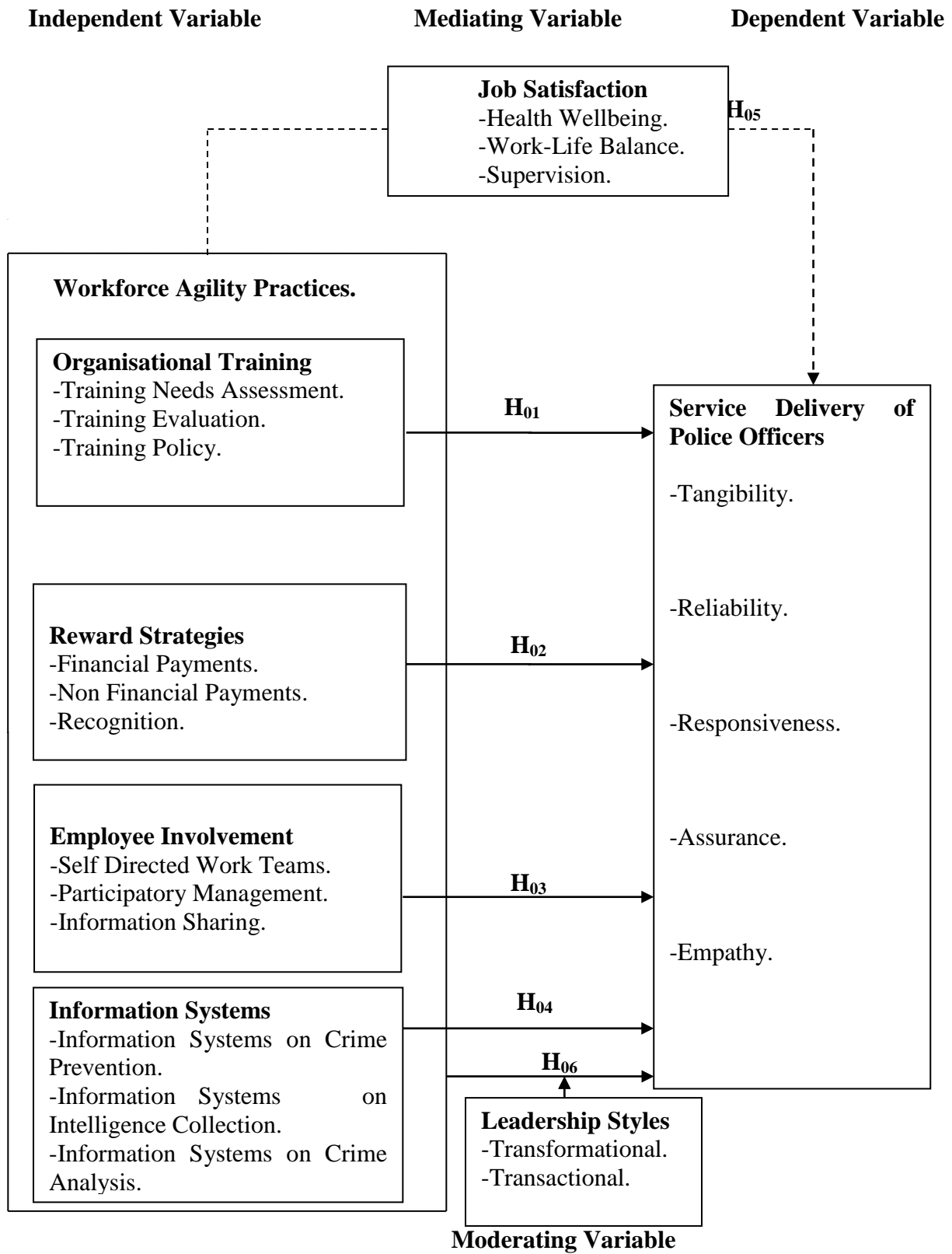


Figure 2.1: Conceptual Framework

Author: Researcher (2020)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Chapter three contains the research design with its philosophical underpinning, empirical model, hypotheses testing, the target population, sample size and sampling procedure, instruments of data collection, research instrument's reliability and validity, procedure of data collection, operationalization of variables, data analysis, diagnostic tests and ethical considerations of the research.

3.2 Research Philosophy

Academic research in social sciences is underpinned on two study philosophies namely interpretivism and positivism (Myers, 2008). Interpretivism presupposes that knowledge is subjective and is culturally and historically dependent on one's experiences and understanding. Positivism research philosophy on the other hand postulates that no obstructions or individuals' subjectivity is exercised and that knowledge is factual based. The choice of positivism in the current study enabled the researcher to gather factual evidence premised on values of reasons, obtained through direct experience and observations and which were empirically measured through statistical analysis and quantitative methods (Saunders, Lewis & Thornhill, 2007). The positivist philosophy was appropriate because this study purposed to establish the influence of workforce agility practices on service delivery of police officers in Nairobi City County, Kenya.

3.3 Research Design

This is a plan that is used when carrying out a research study. According to Saunders (2007), there is no research design that works on its own and thus enjoining various research designs in a single study raises the findings' validity. This study employed a mix of both causal and descriptive research designs. Descriptive research design provides an investigator with qualitative and quantitative data and answers the "what was" or "what is" in a social system by observing and describing the subjects' behavior (Saunders, 2007). Descriptive research design in this research is fit since it assisted in realization of the objectives of the study through description of the phenomena under investigation namely workforce agility practices and service delivery.

The causal research design was used in explaining the nature of any existing relationships and examining the cause-effect relationship among organization training, reward strategies, employee involvement and information systems and service delivery as opined by Mugenda (2011). Descriptive and causal research designs thus provided the current study with appropriate procedure for establishing the influence of workforce agility practices on service delivery of police officers in Nairobi City County, Kenya.

3.4 Empirical Model

An empirical model was employed while testing the statistical significance of the relationship between the independent variables (organization training, reward strategies, employee involvement and information systems) and dependent variable (service delivery). The model was employed since the dependent variable (service delivery) is continuous as recommended by Field (2009). Multiple linear regression is suitable when predicting values of dependent variable where predictor variables are in place (Cooper & Schindler, 2011).

3.4.1 Variable Composite Indices

The study employed additions of Likert items in each of the sections of the structured research instrument. The sum then served as a variable's proxy. Each index for workforce agility practices was thus computed as follows as demonstrated by Gupta (2011).

$$I = \sum_{i=1}^N q_i$$

Where,

I is the index for respective components of workforce agility practices (organization training, reward strategies, employee involvement and information systems), *N* is the number of Likert items in each of the sections of the research tool and *q_i* is a Likert item in each of the research tool's section.

3.4.2 Direct Relationship's Empirical Model

The study employed one multiple regression to examine the relationship between workforce agility practices and service delivery of police officers in Nairobi City County, Kenya.

Multiple linear regression model (3.1) was employed while testing objectives one through to four.

$$SD = \beta_0 + \beta_1OT + \beta_2RS + \beta_3EI + \beta_4IS + \varepsilon \dots\dots\dots(3.1)$$

Where;

SD= Service Delivery.

β_0 =Constant

$\beta_1, \beta_2, \beta_3$ and β_4 = Beta Coefficients

OT= Organization Training

RS= Reward Strategies

EI= Employee Involvement

IS= Information Systems

ε = Error term

3.4.3 Mediated Relationship’s Empirical Model

This objective sought to establish whether job satisfaction has a mediating influence on the relationship between workforce agility practices and service delivery of police officers. To establish this, a stepwise approach suggested by Barron and Kenney (1986) was employed as follows:

Step 1: Service delivery was regressed on workforce agility practices and the relationship’s significance noted.

$$SD = \beta_0 + \beta_1WAP + \varepsilon \dots\dots\dots 3.2$$

Step 2: Job satisfaction was regressed on workforce agility practices and the relationship’s significance noted.

$$JS = \beta_0 + \beta_2WAP + \varepsilon \dots\dots\dots 3.3$$

Step 3: Service delivery was regressed on job satisfaction and the relationship’s significance noted.

$$SD = \beta_0 + \beta_3JS + \varepsilon \dots\dots\dots 3.4$$

Step 4: Service delivery was regressed on workforce agility practices and job satisfaction and the relationship’s significance noted.

$$SD = \beta_0 + \beta_4WAP + \beta_5JS + \varepsilon \dots\dots\dots 3.5$$

Where,

SD=Service Delivery.

WAP=Composite Index for Workforce Agility Practices.

JS= Job Satisfaction

β_0 = Constant

$\beta_1, \beta_2, \beta_3, \beta_4$ and β_5 = Beta Coefficients

ε = Error term

Table 3.1: Decision Criteria for Mediation

Results	Decision
β_1 is insignificant in model 3.2	No need testing for mediation.
β_1 is significant in model 3.2	Go ahead with the mediation test.
β_1 is significant in model 3.2	Complete Mediation
B_2 is significant in model 3.3	
B_3 is significant in model 3.4	
B_4 is insignificant but β_5 is significant in model 3.5	
β_1 is significant in model 3.2	Partial Mediation
B_2 is significant in model 3.3	
B_3 is significant in model 3.4	
B_4 and β_5 are both significant in model 3.5	
β_1 is significant in model 3.2	No Mediation
B_2 is significant in model 3.3	
B_3 is significant in model 3.4	
B_4 is significant but β_5 is insignificant in model 3.5	

Source: Baron and Kenny (1986).

3.4.4 Moderated Relationship's Empirical Model

This objective purposed to establish whether leadership style has a moderating influence on the relationship between workforce agility practices and service delivery of police officers in Nairobi City County, Kenya. The moderating effect was demonstrated by the interaction of

LS (Leadership Style) in explaining the relationship between WAP (Workforce Agility Practices) and SD (Service Delivery) (Whisman & McClelland, 2005).

Step 1: Service delivery was regressed on workforce agility practices and first r squared value (r_1^2) and the level of significance at $p < 0.05$ noted.

$$SD = \beta_0 + \beta_1 WAP + \varepsilon \dots\dots\dots 3.6$$

Step 2: Leadership style was employed and the new r squared value (r_2^2) and the level of significance at p less than 0.05 noted for the interaction term for workforce agility practices and leadership styles.

$$SD = \beta_0 + \beta_1 WAP + \beta_2 LS + \beta_3 WAP * LS + \varepsilon \dots\dots\dots 3.7$$

Where;

SD= Service Delivery

WAP= Composite Index for Workforce Agility Practices.

LS= Leadership Style

WAP*LS=Interaction term between Workforce Agility Practices and Leadership Style.

β_0 =Constant

$\beta_1, \beta_2, \beta_3$ and β_4 =Beta Coefficients

ε = Error term

Table 3.2 Decision Criteria for Moderated Relationship

Results	Decision
There is no statistical significance of β_1 in model 3.6.	Moderation need not be tested.
There is a statistical significance of β_1 in model 3.6.	Continue with the moderation test.
There is a statistical significance of β_1 in model 3.6.	Leadership style is a predictor variable.
There is no statistical significance of B_3 in model 3.7.	
There is a statistical significance of β_1 in model 3.6.	Leadership style is a moderating variable.
There is a statistical significance of B_3 in model 3.7.	

Source: Whisman and McClelland (2005).

3.5. Target Population of the Study

A target population refers to a full set of individual cases with observable characteristics that are common (Mugenda, 2011). The target population comprised of police officers in eleven police sub counties in Nairobi City County with a total of 6,945 officers cutting across the ranks and serving in various units from where a common policing platform is shared (Kenya Police Service Data Centre, September 2020).

Table 3.3: Target Population

Serial Number	Sub County	Total	Ratio
1.	Buruburu	826	0.118
2.	Central	1124	0.161
3.	Dagoretti	475	0.068
4.	Embakasi	451	0.064
5.	Gigiri	451	0.064
6.	Kasarani	547	0.078
7.	Kayole	536	0.077
8.	Kilimani	507	0.073
9.	Langata	537	0.077
10.	Makadara	517	0.074
11.	Starehe	974	0.14
	TOTAL	6,945	1.0

Source: Kenya Police Service Data Centre (2020)

3.6 Sampling Technique and Sample Size

The major advantages of sampling technique are greater speed, low cost of data collection, high quality of the data collected and data accuracy. A good sample should reduce the sampling error significantly, should be that whose outcomes can be applied to a universe with a realistic confidence level, economical, viable, truly representative of the population and should also be systematic (Kothari, 2011). The researcher first sampled six police sub counties for the study (Central, Starehe, Buruburu, Kayole, Kasarani and Lang'ata) since they were the oldest and most populated in terms of police officer numbers in Nairobi Police County as per the Kenya Police Service Data Centre (2020). Police work is also relatively

similar across ranks and files and the researcher saw no need to sample all the police sub counties since the six police sub counties selected would offer a good representation. Moreover, Kenya Police Service officers as a matter of policy are transferred after serving in a particular station for three years and therefore the respondents would give information that cuts across the entire units and formations of the Kenya Police Service.

The researcher thus used multistage probability method to choose the desired sample from the target population of 6,945 police officers because of the populations' homogenous characteristics (Kothari, 2014). The first stage entailed stratified sampling technique where the population was stratified into six categories to ensure that the six broad police strata are represented. The proportion of each category was arrived at using proportional allocation as depicted in Table 3.4. Simple random sampling was then used in stage two to ensure all respondents had equal chances of selection (Mutungwa & Orodho, 2014).

The unit of observation's sample size was computed using Yamane (1967) formula expressed as $n = \frac{N}{1 + N(e)^2}$ where n =sample size, N =population size and e is the precision size which is 0.05 in this study.

$$n = \frac{4,544}{1 + 4,544 (0.05)^2} = \frac{4,544}{1 + 17.36} = 247$$

Table 3.4: Sample Size Distribution of Selected Police Sub Counties

S/NO	Police Sub County	Frequency	Multiplier Factor	Sample Size	Ratio
1	Central	1,124	0.0543	61	0.25
2	Starehe	974	0.0543	53	0.21
3	Buruburu	826	0.0543	45	0.19
4	Kasarani	547	0.0543	30	0.13
5	Kayole	536	0.0543	29	0.11
6	Lang'ata	537	0.0543	29	0.11
TOTAL	-	4,544	1	247	1

Source: Kenya Police Service Data Centre (2020)

3.7 Data Collection Instruments

Questionnaires were employed in primary data collection from police officers required for the study. Kiess and Bloomquist (1985) posits that questionnaires help the researchers to obtain data with ease, provide considerable advantage in administration and present a stimulus potentiality that is even to a large number of respondents. Whereas the closed ended questions enhance consistency of certain data across the respondents, the open-ended type of questions give respondents freedom of response. A questionnaire targeting police officers in Nairobi City County contained both open-ended and close-ended items. It contained five sections. Section A sought to obtain the respondents' demographic information, section B sought information on organization training, section C sought information on reward strategies, Section D sought information on employee involvement, Section E sought information on information systems, Section F sought information on mediating influence of job satisfaction, Section G sought information on moderating influence of leadership style while Section H sought information on service delivery.

3.8 Reliability and Validity of the Research Instrument

This study tested the validity and reliability of the questionnaire.

3.8.1 Research Instrument's Validity

Mugenda and Mugenda (2003) assert that validity is the range by which a research instrument measures what it ought to test. The three kinds of validity that were put into

consideration in this research are content validity, face validity and construct validity. Face validity which is the extent to which the researcher believes the instrument will be appropriate was evaluated by the researcher. This validity type is however never sufficient since it relies on subjective judgement by the researcher. The questionnaires were reviewed by the researcher's supervisors from Kenyatta University who examined them and provided feedback back to the researcher.

As opined by Saunders (2007), the questionnaire's aspects were pretested including wording, question content, sequence, instructions, questions' difficulty, layout and form so as to establish content validity. The feedback provided was used accordingly to revise the instrument. In this study, construct validity was then ensured by using a five point Likert Scale as proposed by Creswell (2013). The Likert Scale went a long way into ensuring that the researcher collected data that was objective. Construct validity was also ensured by operationalizing all the study's underlying variables.

3.8.2 Research Instrument's Reliability

Reliability demonstrates the extent to which a test is consistent when series of tests are conducted under the same conditions and similar subjects (Malhotara, 2004). A Cronbach Alpha Coefficient ranges from zero to one and is pivotal when ascertaining the questionnaire's reliability. Gregory (1992) asserts that a Cronbach Alpha coefficient refers to the mean of all likely split half coefficients of reliability of a study tool.

The greater the coefficient, the higher the reliability of a research instrument. The study's reliability was ensured by use of Cronbach Alpha since it gives an estimate that is quantitatively unique. Kovach (2013) asserts that a coefficient above 0.7 demonstrates reliability. Piloting in this study was done by using police officers from the KPS that were omitted when the final study was being conducted. Questionnaires for piloting purposes were administered to 25 police officers who were averagely ten percent of 247, the number in total of respondents as advocated for by Mugenda (2011).

3.9 Procedure for Data Collection

An approval letter was sought from NACOSTI after an introduction letter was obtained from Kenyatta University. The consent to obtain information from the respondents was requested from the Deputy Inspector General in charge of the KPS. The researcher trained six research

assistants so that they would understand fully how to convince respondents, how to create rapport with the respondents and how to seek clarifications where required. Drop and pick method of administering questionnaires was used so as to allow respondents enough time to go through the questionnaires and give their responses. Data which was collected was then sorted and collated to enhance analysis and eventual presentation.

3.10 Operationalization of the Variables

This study's dependent variable was service delivery whereas organization training, reward strategies, employee involvement and information systems were the independent variables. The study also sought to investigate whether job satisfaction and leadership styles have a mediating and moderating effect respectively on the relationship between workforce agility practices and service delivery. Table 3.5 presents a description of the six study variables and how they were operationalized.

Table 3.5: Operationalization of the Variables

VARIABLE	NATURE OF THE VARIABLE	INDICATORS	OPERATIONALIZATION	MEASUREMENT CRITERIA
Organization Training	Independent Variable	Training Needs Assessment	Identification of requirements of service delivery and the skills, knowledge and abilities required by police officers to meet the work requirements.	Appendix II-Section B Aggregated items on a 1-5 Likert Scale
		Training Evaluation	The process of establishing whether the training efforts undertaken have taught what was intended and it also entails improving the course contents for future use.	
		Training Policy	Measures of ensuring equal training and development opportunities for all, clarification of results, awareness of training policies by all and adequate training budgetary allocations.	

VARIABLE	NATURE OF THE VARIABLE	INDICATORS	OPERATIONALIZATION	MEASUREMENT CRITERIA
Reward Strategies	Independent Variable	Financial Payments	Monetary based incentives awarded to police officers for matching an expectation on the job.	Appendix II-Section C Aggregated items on a 1-5 Likert Scale
		Non Financial Payments	Returns that are not cash involving and include positive attitudes from the supervisors and managers in the KPS.	
		Recognition	Means of identifying and appreciating a police officer who has previously achieved success in an organization.	
Employee Involvement	Independent Variable	Self Directed Work Teams	Ability of police officers to employ their talents and skills for a common purpose devoid of the usual supervision.	Appendix II-Section D Aggregated items on a 1-5 Likert Scale
		Participatory Management	Empowering police officers so that they can participate in the organization's decision making.	
		Information Sharing	Measures of ensuring that information reaches all police officers so as to make decisions that are well informed.	

VARIABLE	NATURE OF THE VARIABLE	INDICATORS	OPERATIONALIZATION	MEASUREMENT CRITERIA
Information Systems	Independent Variable	Information Systems on Crime Prevention.	Using information systems to deter criminals and crimes so as to enforce law and reduce crimes and offences.	Appendix II-Section E Aggregated items on a 1-5 Likert Scale
		Information Systems on Intelligence Collection.	Using information systems to compile and analyze criminal intelligence so as to avert criminal activities.	
		Information Systems on Intelligence Sharing	Employing information systems to exchange criminal information among various stakeholders so as to prevent or anticipate possible criminal activities.	
Job Satisfaction	Mediating Variable	Safety	The ability of the KPS to offer a safe and secure working environment and the requisite medical covers.	Appendix II-Section F Aggregated items on a 1-5 Likert Scale
		Work Life Balance	The division of a police officer's focus and time between family affairs and work engagements.	
		Supervision	Competence and fairness exercised by the respective supervisors in the KPS.	

VARIABLE	NATURE OF THE VARIABLE	INDICATORS	OPERATIONALIZATION	MEASUREMENT CRITERIA
Leadership Styles	Moderating Variable	Transformational Leadership	Influential behavior that influences service delivery of members of the Kenya Police Service so as to perform beyond expectations.	Appendix II-Section G Aggregated items on a 1-5 Likert Scale
		Transactional Leadership	A leadership style whereby police officers are influenced through positive and negative reinforcements.	
Service Delivery	Dependent Variable	Reliability	Ability of police officers to fulfill the promises to the public right the first time.	Appendix II-Section H Aggregated items on a 1-5 Likert Scale
		Responsiveness	Portrayal of courteous and pleasant behavior towards the members of public that a police officer is attending to.	
		Tangibility	Physical aspects of a service such as availability of space or cleanliness of a building.	
		Assurance	Ability of police officers to inspire trust and confidence to the customers and also their knowledgeability.	
		Empathy	Paying close attention and demonstrating care to the members of public.	

Source: Researcher (2020)

3.11 Analysis of Data and Presentation

Referencing of the returned questionnaires was done and then the contents coded so as to ease the process of data entry. After error checking, descriptive statistics comprising of standard deviation and mean score were computed and interpreted and then presentation done using graphs and tables as opined by Saunders (2011). In descriptive research design, the researcher does not have direct control over the predictor variables since there is no room for manipulation of the same and also because their manifestation has occurred already (Bryman & Bell, 2015). The obtained qualitative data gotten from the open ended questions in the questionnaire was analyzed by means of content analysis.

Analysis of quantitative data was through stepwise multiple regression analysis by aid of SPSS Version Twenty Five. Inferential statistics in this case was employed in establishing the magnitude and nature of the relationships among variables and in testing the relationships that have been hypothesized. The study assumed a regression model of the form $SD = \beta_0 + \beta_1OT + \beta_2RS + \beta_3EI + \beta_4IS + \varepsilon$ where SD= Service Delivery, OT = Organization Training, RS=Reward Strategies, EI= Employee Involvement, IS= Information Systems, β_0 =constant, β_1 , β_2 , β_3 , β_4 are Beta Coefficients while ε =Error Term. The regression model was then modified so as to test the mediating and moderating influences of job satisfaction and leadership styles respectively as recommended by Whisman and McClelland (2005) and Barron and Kenney (1986).

The P-values aided much in making decisions pertaining hypotheses and were set at 0.05, a level that is often used in social and business research (Mugenda, 2011). Coefficient of determination measured the range by which the change (variation) in service delivery is explained by the variation in workforce agility practices.

3.12 Diagnostic Tests

The researcher conducted diagnostic tests so as to determine whether the requisite assumptions of linear regression were met by the data. The diagnostic tests performed are the following:

Multicollinearity in this study was checked using Variance Inflation Factor (VIF) and Tolerance Values. Kothari (2014) says that regression coefficients in multiple regression analysis become less and less reliable as the correlation degree between the predictor

variables rises. Hair, Black, Babin and Anderson (2010) postulates that a Variance Inflation Factor for all the predictor variables in a multiple regression of less than 10 indicates non-multicollinearity while one that is greater than 10 portrays existence of multicollinearity. Tolerance statistics values of below zero point one denotes a serious multicollinearity concern.

Hair, Black, Babin and Anderson (2010) suggest that the actual degree of departure from normality be assessed using statistical tests namely Shapiro–Wilk and Kolmogorov-Smirnov tests. The researcher thus did a test for normality by using Shapiro-Wilk test given that the sample size is 247 police officers, a number that is less than 2000 (Field, 2013). For normally distributed data, the P-value should be greater than 0.05 at ninety five percent level of confidence.

Heteroscedasticity test was conducted using Breusch-Pagan test whereby the null hypothesis was that there is no heteroscedasticity implying constant error terms (Warner, 2008). The decision criteria was that if P-value is less than 0.05, null hypothesis would be rejected and a conclusion drawn that heteroscedasticity is present.

As adopted by Hector (2016), linearity of the variables' relationship was tested using Pearson's Correlation Coefficient. Linearity implies an increase by one unit in an independent variable is linked with a fixed rise in the dependent variable. A correlation that has a positive value shows a direct influence while one with a negative value shows an inverse relationship (Field, 2009). The decision rule is that if P-value is below 0.05, the researcher would conclude that there is a linear relationship between the independent variables and dependent variable as postulated by Hector (2016).

Kaiser-Meyer-Olkin (KMO) index was employed in testing whether the sample is adequate. According to Field (2009), if a KMO value is higher than 0.05, then there is an indication that the sample size is enough and therefore the data is sufficient for statistical analysis. Bartlett's Test of Sphericity was also used to ascertain whether the original correlation matrix was an identity matrix with a p value less than 0.05 giving an indication that the data does not give an identity matrix and thus fit for further statistical analysis.

3.13 Ethical Considerations

An authorization permit was sought from NACOSTI by first obtaining a letter of introduction from Kenyatta University's Graduate School prior to data collection from the field. In addition the researcher obtained consent from the Deputy Inspector General of the Kenya Police Service and also the target respondents before administering the questionnaires. The informants were notified that the research was strictly for academic purposes only. The informants' identity and the information that was provided was held confidentially and was employed only for the purpose for which it was intended. Data was also recorded electronically using a secured computer in a bid to avert any access that is unauthorized.

CHAPTER FOUR

RESEARCH FINDING AND DISCUSSION

4.1 Introduction

This chapter makes an analysis of the collected data and presents findings of the study where a discussion is built on them. The questionnaire used contained two sections whereby Section 1 contained respondents' biographic information while section 2 contained main research information as per the research variables.

4.2 Rate of Response

The researcher targeted 247 police officers in eleven police sub counties in Kenya's Nairobi County. Two hundred and forty seven questionnaires were thus distributed to police officers in the eleven police stations through self- administration whereby the researcher employed drop and pick later method. Data was collected by the researcher in the months of November and December, 2020 where 193 questionnaires in total were picked to assist in the analysis as shown in table 4.1 below.

Table 4.1: Response Rate

Item	Frequency	Percentage
Returned questionnaires correctly completed	189	76.52
Returned questionnaires incomplete and rejected	4	1.62
Questionnaires unreturned	54	21.86
Total	247	100

Source: Survey Data (2020)

Out of the 193 questionnaires received, 4 were rejected on the basis of incompleteness and inconsistency. 189 questionnaires which equal 76.52% of the total expected were correctly answered and used for further analysis. Saunders *et al.*, (2009) asserts that whereas a seventy percent response rate and above is taken to be very good, a rate of response of fifty percent is considered adequate and a sixty percent response rate treated as good. The seventy

six point five two response rate attained was therefore considered adequate when drawing the study's conclusions.

4.3 Reliability of the Research Questionnaire

Cronbach's Alpha coefficient was used while testing for reliability which implies the ability of a questionnaire to produce consistent output on similar occasions as postulated by Kovach (2013). The results for the reliability are as depicted in Table 4.2.

Table 4.2: Reliability Statistics' Summary

Scale	Number of Items	Pilot Study's Alpha	Remarks
Organization Training	12	.860	Reliable
Reward Strategies	12	.746	Reliable
Employee Involvement	12	.799	Reliable
Information Systems	12	.893	Reliable
Job Satisfaction of Police Officers	12	.850	Reliable
Leadership Styles	12	.858	Reliable
Service Delivery of Police Officers	25	.836	Reliable
Overall	97	.953	Reliable

Source; Researcher (2020).

Going by the pilot study's results in table 4.3, the values showed an overall Cronbach's Alpha of 0.953 depicting a very high internal consistency of the variables under study. Organizational training had a Cronbach's Alpha Coefficient of 0.860, reward strategies had an Alpha value of 0.746, employee involvement had 0.799, information systems recorded 0.893, job satisfaction had 0.850, leadership styles had 0.858 whereas service delivery of police officers had a Cronbach's Alpha coefficient of 0.836. Each of the constructs in the study thus recorded an Alpha Coefficient higher than 0.7 and therefore the questionnaire was reliable as opined by Field (2009).

4.4 Respondent's Biographic Information

The respondents' biographic data was summarized using a tabular representation so as to clearly outline the respondents' demographic characteristics pattern. The main attributes of demography in the research were gender, age, education level, number of years worked, terms of service, respondent's rank and years of service in the current rank. Table 4.3 depicts the respondents' biographical information pegged on the attributes above mentioned.

The total number of respondents who indicated their gender was 186 out of the 189 valid questionnaires received whereby there were 120 male respondents indicative of 63.8% and 68 female respondents indicative of 36.2%. The percentage of males and females who responded implies that there are more male officers recruited in the Kenya Police Service than female officers owing to the vigour and rigour of the training and the very demanding nature of the job. The percentages however indicate that the third gender rule necessitated by the current Kenyan Constitution during employment has been met by the Kenya Police Service.

In addition, twenty nine point eight percent of the respondents were below thirty years, 50% were aged between 31-40 years, 16.5% were aged between 41-50 while 3.7% were aged 51 and above years. The findings indicate that most of the employees are aged between 31-40 years while the group with the least respondents is that with 51 years and above. The responses demonstrate that most of the respondents were below the age of 40, the period which police officers are in their very active age. The respondents were thus drawn from all age brackets and therefore the information provided was reliable in establishing how workforce agility practices influence service delivery of police officers in Kenya's Nairobi City County.

Based on the attribute of the education level, the findings reveal that zero point five percent of the respondents had gone up to the primary school level education while 42.5% of the respondents had attained the secondary level of education. In addition, 24.2% of the respondents had gotten a diploma level of education and 29% had reached the Bachelor's Degree level. Only 3.2% had attained a master's degree level while 0.5% had other qualifications. This revealed that the highest number of officers serving in Kenya Police service are secondary school, college and university graduates. The respondents therefore had a good mastery of language and hence could answer the questions on the questionnaire with ease. This also has an implication that many police officers met the minimum requirements of secondary school attainment set for enlistment as constables into the Kenya Police Service.

Table 4. 3: Respondents' Biographical Data

Respondents' Gender			
	Frequency	Percent	Valid Percent
Male	120	63.5	63.8
Female	68	36	36.2
Total	188	99.5	100
Respondents' Age Bracket			
	Frequency	Percent	Valid Percent
Under 30 years	56	29.6	29.8
31-40 years	94	49.7	50
41-50 years	31	16.4	16.5
Over 51 years	7	3.7	3.7
Total	188	99.5	100
Respondents' Terms of Service			
	Frequency	Percent	Valid Percent
Probationary	2	1.1	1.1
Pensionable	173	91.5	98.9
Total	175	92.6	100
Respondents' Highest Level of Education			
	Frequency	Percent	Valid Percent
Primary	1	0.5	0.5
Secondary	79	41.8	42.5
Diploma	45	23.8	24.2
Bachelor's Degree	54	28.6	29
Master's Degree	6	3.2	3.2
Others (Specify)	1	0.5	0.5
Total	186	98.4	100
Respondents' Rank in the KPS			
	Frequency	Percent	Valid Percent
SSP	1	0.5	0.5
SP	4	2.1	2.1

ASP	3	1.6	1.6
CI	4	2.1	2.1
IP	9	4.8	4.8
S/SGT	8	4.2	4.3
SGT	12	6.3	6.4
CPL	41	21.7	21.8
PC	106	56.1	56.4
Total	189	100	

Respondents' Years of Service in the Kenya Police Service

	Frequency	Percent	Valid Percent
0-10 years	77	40.7	40.7
10-20 years	71	37.6	37.6
20-30 years	33	17.5	17.5
30-40 years	8	4.2	4.2
Total	189	100	100

Respondents' Years of Service in their Current Rank

	Frequency	Percent	Valid Percent
0-10 years	134	70.9	70.9
10-20 years	40	21.2	21.2
20-30 years	10	5.3	5.3
30-40 years	5	2.6	2.6
Total	189	100	100

Source: Survey Data (2020)

From the findings, 40.7% of the respondents stated that they had served in KPS for 0-10 years, 37.6% had served for 10-20 years, 17.5% had served for 20-30 years while 4.2% had served for 30-40 years. The findings above indicate that 59.3% of the respondents had served in the KPS for more than 10 years whereas 1.1% were on probationary terms while 98.9% were on terms which are permanent and pensionable. The above has an implication that many respondents had served long enough in the Kenya Police Service to be admitted to pensionable terms and to also understand the dynamic changes in the security environment

According to the findings, 70.9% of the respondents had served in the current rank for 0-10 years, 21.2% had served in the current rank for 10-20 years, 5.3% had served in the current rank for 20-30 years while 2.6% had served in their current rank for 30-40 years. The findings indicate that amongst those who responded, most of them had served long enough in their present rank to understand what duties appertain to an officer in a particular rank.

4.5 Descriptive Analysis

The descriptive results on the study variables are presented under this section. The researcher performed data analysis on account of the number of respondents, the mean, minimum score, maximum score and the standard deviation of each variable. The second part of the questionnaire required that the respondents offer their responses on a scale of one to five for issues on organisational training, reward strategies, employee involvement, information systems, leadership styles, job satisfaction and service delivery of the KPS officers.

Whereas the dataset's variability from the mean was measured using standard deviation, the mean helped in demonstrating the average of the respective measures. The mean was employed in describing the number of respondents on average choosing a particular measure with a high mean indicative of many respondents choosing a measure and a low mean depicting a small number of respondents choosing a measure. Points of data that are close to the mean indicate a low standard deviation while a high standard deviation illustrates that there is a dispersion of data across a long range of values (Sykes, Gani & Vally, 2016).

4.5.1 Organisational Training

This section required the respondents to answer to the questions in relation to organisational training on a scale of one to five. It sought to obtain information from the respondents on training needs assessment, training evaluation and training policy in the KPS. Table 4.4 depicts the respondents' answers in relation to organisational training.

Table 4. 4: Organisational Training

	N	Min	Max	Mean	Std. Deviation
Training Needs Assessment					
My organization conducts training needs assessment.	189	1	5	3.6508	1.11315
Training needs assessment in my organization is done in a professional manner.	189	1	5	3.4497	1.19122
New vacancies for promotion form a training need in my organization.	189	1	5	3.9312	1.16259
Training needs analysis is done on a regular basis.	189	1	5	3.418	1.20279
Sub Variable Aggregate				3.6124	1.1674
Training Evaluation					
My organization has a training evaluation mechanism.	189	1	5	3.381	1.21728
Feedback from training is shared amongst all stakeholders.	189	1	5	3.2011	1.14008
Recommendations from evaluation are implemented in my organization.	189	1	5	3.1693	1.26865
I apply what I am trained on.	189	1	5	3.8889	1.10768
Sub Variable Aggregate				3.4101	1.1834
Training Policy					
A training policy is in place that applies to all the Kenya police officers.	189	1	5	3.8148	1.09767
There is a fair selection of police officers who undergo training.	189	1	5	3.1323	1.17531
There is an adequate budgetary allocation for police officers' training.	189	1	5	3.1376	1.27668
The training policy in my organization is	189	1	5	3.2275	1.24032

properly practiced.

Sub Variable Aggregate Score **3.3281** **1.1975**

Aggregate Score **3.4502** **1.1828**

Source: Survey Data (2020)

The respondents' responses to how they view organization training ranged between 1 and 5. On the questions regarding training needs analysis, the aggregate mean score was 3.6124 which indicated that on average, the respondents agreed that there is analysis of their training needs prior to conducting of any training. The standard deviation of 1.1674 in addition indicated a normal variation between the respondent's responses on matters touching on training needs analysis.

The mean response rate on whether the organization conducts training evaluation is 3.4101. This indicates that the respondents on average had a low agreement with the statements that trainings conducted in the Kenya Police Service were evaluated accordingly. The standard deviation for training evaluation is however 1.1834 which indicates a normal variation on the responses given. The mean score of 3.3281 also indicates that the respondents on average had a low agreement with the statements that there exists a working training policy within the KPS with a standard deviation of 1.1975 indicating the responses' normal variation.

The responses' aggregate mean score on organization training however was 3.4502 which means the respondents agreed that their organization caters for their training by incorporating training needs analysis, training evaluation and training policy. The standard deviation for this section was 1.1828 which indicated a normal variation in the responses given.

These findings agree with studies by (Ateya, 2018; Odhiambo, 2018; Nassazi, 2013) who all found out that organizational training has a positive relationship with employees' service delivery. The study also corroborates Khakayi (2016) who also emphasized on the need for organizations to conduct TNA so as to note areas that affect the workforce and in the end offer training recommendations.

4.5.2 Reward Strategies

This section required the respondents to offer responses to the items in relation to reward strategies in a scale of one to five. This section sought to obtain respondents' information on the various strategies employed to reward the police officers. The section sought to get information on how financial, non-financial and recognition strategies are used in the KPS. Table 4.5 shows the findings in relation to reward strategies employed.

Table 4. 5: Reward Strategies

	N	Min	Max	Mean	Std. Deviation
Financial Payments					
My salary is fair compared to what is being offered in the job market.	189	1	5	2.8254	1.07989
There is a grade structure for determining remuneration.	189	1	5	3.3333	1.16235
My organization offers an attractive rental allowance.	189	1	5	2.6878	1.02257
I receive overtime payments after working past assigned hours.	189	1	5	2.3598	0.83007
Sub Variable Aggregate				2.8016	1.0237
Non Financial Payments					
I benefit from a medical cover.	189	1	5	4.381	0.80084
My organization provides subsidized meals to the employees.	189	1	5	2.4603	0.8535
Non financial rewards encourage working under minimum supervision.	189	1	5	3.0952	1.15382
I enjoy my annual leaves uninterrupted.	189	1	5	3.5556	1.06358
Sub Variable Aggregate				3.3730	0.9679
Recognition					
There is a good documentation of formal recognition in my organization.	189	1	5	3.3228	1.13295
Recognition of employees is likely to reduce workplace conflicts.	189	1	5	3.873	1.0492
I get verbal praises after doing well.	189	1	5	3.6508	0.99186
In my organization, well performing employees are awarded medals and commendations.	189	1	5	3.4974	1.12337
Sub Variable Aggregate				3.586	1.1578
Aggregate Score				3.253533	1.022

Source: Survey Data (2020)

The mean score for financial rewards was 2.8016 implying that the respondents had a low agreement with the statements that the financial rewards offered by the Kenya Police Service are effective with a standard deviation of 1.0237 indicating a normal variation between the responses given.

The findings in addition indicate a mean of 3.3730 regarding non-financial reward strategies which implies that they are not properly applied in the Kenya Police Service. The standard deviation of 0.9679 on the other hand implies that the variation between the responses given was low. The aggregate score for responses on recognition strategies was 3.586 which indicated that the respondents generally agreed that recognition strategies were in place and have an effect on service delivery at KPS. The standard deviation was 1.1578 depicting a normal variation between the responses that were given touching on recognition strategies. The aggregate average of the responses was 3.2535 which indicated that the respondents were inclined towards having a low agreement with the statements that reward strategies offered in the Kenya Police Service are effective. The standard deviation for this response was 1.022 indicating that the responses given touching on recognition strategies had a normal variation.

The findings of this study are in agreement with Ngugi, Ngugi, Were and Titany (2012) who in their study on the factors influencing service delivery of the Kenya Police Service found out a need for the KPS management to invest in a solid reward management strategy by offering non financial and financial incentives for the betterment of the levels of service delivery.

4.5.3 Employee Involvement

This section required the respondents to answer to the items in relation to employee involvement on a scale of one to five. It sought to obtain information from the respondents on how they are engaged in self directed work-team, engagement in management's decision making as well as the information sharing. The table 4.6 outlines the respondents' answers in relation to employee involvement.

Table 4. 6: Employee Involvement

	N	Min	Max	Mean	Std. Deviation
Self Directed Work Teams					
The Kenya Police Service encourages team formation.	189	1	5	3.9894	0.94525
My team is granted autonomy to have control over its duties.	189	1	5	3.4021	1.08038
Police officers' teams have a say on how work is done.	189	1	5	3.2646	1.04874
Teamwork is important for service delivery in my organization.	189	1	5	4.3228	0.94338
Sub Variable Aggregate				3.7447	1.0044
Participatory Management					
The top management values feedback from police officers of all ranks.	189	1	5	3.2487	1.09959
I have freedom to exercise control over my duties.	189	1	5	3.2275	1.0294
There is an open door policy in my organization.	189	1	5	2.9947	1.0644
In my organization, meetings held are participatory.	189	1	5	3.4339	1.02735
Sub Variable Aggregate				3.2262	1.0552
Information Sharing					
My organization values information sharing between all levels of the organization.	189	1	5	3.6455	1.055
My organization has efficient communication channels.	189	1	5	3.6984	1.09595
I express my concerns freely.	189	1	5	3.1693	1.00155
I know who to seek help from when I am in difficulty.	189	1	5	3.8042	0.99402

Sub Variable Aggregate	3.5794	1.0366
Aggregate Score	3.516758	1.032084

Source: Survey Data (2020)

Self-directed work teams got a response mean score equivalent of 3.7447 implying that the respondents on average agreed that team work was embraced in the Kenya Police Service with a standard deviation of 1.0044 depicting a normal variation of the responses given. The mean response for participatory management section was 3.2262 indicating a low agreement with the items on police officers' participation in managerial issues with a standard deviation of 1.0552 depicting a normal variation of the responses given. The responses on information sharing had a mean score of 3.5794 indicating a general agreement from respondents with regard to information sharing practices in the Kenya Police Service. The standard deviation of 1.0366 indicated a normal variation of the responses given.

On the constructs regarding how the respondents' involvement affected their service delivery, the mean response was 3.5168 having an implication that the respondents generally agreed that there was employee involvement in the Kenya Police Service with the standard deviation of 1.0321 indicating a normal variation between the responses given. It is evident that the study findings are in agreement with (Motieri, 2018; Ambani, 2016 and Kuria, 2017) who also concurred that employee involvement practices such as participatory management, delegation and information sharing have a statistically significant positive effect on employees' service delivery.

4.5.4 Information Systems

This section required the respondents to answer to the items in relation to information systems on a scale of one to five. This section sought to obtain information from the respondents on role of information system in crime prevention, intelligence collection and crime analysis in relation to service delivery. The table 4.7 outlines the findings in relation to information systems.

Table 4. 7: Information Systems

	N	Min	Max	Mean	Std. Deviation
Crime Prevention					
Information systems help in tracking criminals.	189	1	5	4.1534	1.00146
There are enough information technology facilities for use by all police officers.	189	1	5	3.0476	1.04823
Information systems help in faster investigation of criminal cases.	189	1	5	3.963	1.02298
My organization has information systems in place.	189	1	5	3.5397	1.13679
Sub Variable Aggregate				3.6759	1.0524
Intelligence Collection					
Information systems have helped in hiding identity of the investigating officers.	189	1	5	3.3545	1.22311
Information systems have helped in keeping information confidential.	189	1	5	3.5556	1.18651
I have been trained on use of information systems.	189	1	5	3.4444	1.10768
Information systems have improved the quality of evidence presented before courts of law.	189	1	5	3.7989	1.06281
Sub Variable Aggregate				3.5384	1.145
Information Systems on Crime Analysis					
Information systems have helped me in identifying the crime prone areas.	189	1	5	3.8307	1.01211
I use information technology with ease.	189	1	5	3.619	1.05329
I prefer using manual means to using					

information systems when analyzing crime.	189	1	5	3.4286	1.06263
Information systems have helped in eliminating criminal intelligence that is of no use.	189	1	5	3.4233	1.24656
Sub Variable Aggregate				3.5754	1.0936
Aggregate Score				3.596558	1.097013

Source: Survey Data (2020)

According to the findings on the attribute of information system, the responses ranged between 1 and 5. The mean response on crime prevention was 3.6759 indicating that the respondents generally agreed with the role played by information systems in crime prevention. The standard deviation for crime prevention was 1.0524 which is an indication of a normal variation of the responses given. The aggregate score for the response on the intelligence collection was 3.5384, an indication that most of the respondents were in agreement that information system played key role in intelligence collection. The standard deviation of 1.145 indicated a normal variation in the responses given. With regards to the role of information system in crime analysis, the mean score was 3.5754 implying that the respondents asserted that information systems play a pivotal role in crime analysis. A standard deviation of 1.0936 manifested a normal variation of the responses given.

The aggregate mean of the responses was 3.5966 which meant that respondents generally agreed with the role of information systems in crime prevention, intelligence collection and crime analysis. The standard deviation was 1.097 which indicated a normal variation of the provided responses.

The study findings corroborate (Thanga, 2016; Hiyam and Treg, 2014) who were all in agreement that information systems have a statistically significant positive effect on employees' service delivery.

4.5.5 Job Satisfaction of Police Officers

This section aimed at finding out the respondents' views on job satisfaction. The responses were given in a scale of 1-5. It sought to obtain information from the respondents regarding

the health wellbeing, worklife balance and supervision in view of service delivery at KPS. Table 4.8 depicts the findings in relation to Job Satisfaction at KPS.

Table 4. 8: Job Satisfaction of Police Officers

	N	Min	Max	Mean	Std. Deviation
Health Wellbeing					
There are counseling services provided by the Kenya Police Service.	189	1	5	3.7672	0.98865
Adequate safety precautions are in place for all police officers.	189	1	5	3.1429	0.99772
There are ambulances available to evacuate the injured officers at work.	189	1	5	2.8889	1.11247
Kenya Police Service issues periodic health newsletters and bulletins.	189	1	5	2.8889	1.06857
				3.6085	1.0197
Work Life Balance					
Sub Variable Aggregate					
The demand at my workplace interferes with my family life.	189	1	5	3.8042	1.01519
My spiritual belief affects my service delivery.	189	1	5	3.1005	1.03423
I experience personal connection with my co-workers.	189	1	5	3.8783	0.94024
My social life is affected by my volume of work.	189	1	5	3.6508	1.089
				3.6085	1.0197
Supervision					
I talk freely with my supervisor.	189	1	5	3.6614	0.97394
My supervisor is always ready to offer advice.	189	1	5	3.8148	1.00668
Work is fairly distributed across my work group.	189	1	5	3.6296	1.04187

Supervisors in my organization create room for me to make my task decision.	189	1	5	3.545	1.01286
Sub Variable Aggregate				3.6627	1.0088
Aggregate Score				3.481042	1.023452

Source: Survey Data (2020)

According to the findings of the study, the responses were in the range of 1 and 5. The response on health wellbeing had an average response of 3.172 with an implication that the respondents had a low agreement with the statements on health wellbeing accorded in the Kenya Police Service. The standard deviation was 1.0419 which indicated that there was a normal variation among the responses given. The mean of the questions on work-life balance was 3.6085 which indicated that most of the respondents agreed that work life balance is upheld at KPS. The standard deviation of 1.0197 implies that there was a normal variation among the responses given.

The average score for the responses in regards to supervision was 3.6627 which indicated that the respondents generally agreed with the statements that considerate supervision was fundamental in job satisfaction. The aggregate standard deviation of 1.0088 indicated a normal variation among the responses given. The questions on job satisfaction had an aggregate mean response of 3.481 depicting that the respondents generally agreed that the police officers were satisfied with their job. The 1.0235 value of standard deviation indicated a normal variation between the responses given.

The findings in this study concur with Abdul and Iffat (2014) in that job satisfaction has a positive significant effect on employee service delivery. Additionally, the researcher found out that better pay, good working conditions and attractive relationships have a positive influence on job satisfaction. Muna, Zain and Shaju (2017) also found out that job satisfaction affects service delivery positively and that successful organizations use service delivery measurement tests and periodic satisfaction tests in checking the level of the two crucial attributes.

4.5.6 Leadership Styles

This section sought to obtain information from the respondents in relation to leadership styles. The respondents were asked to provide answers to the items in a scale of one to five. This section also sought to evaluate the role of leadership styles on service delivery of police officers in the KPS. The table 4.9 outlines the findings in view of leadership styles.

Table 4. 9: Leadership Styles

	N	Min	Max	Mean	Std. Deviation	Variance
Transformational Leadership						
My supervisor looks at problems from different angles.	189	1	5	3.8889	0.90703	0.823
My supervisor focuses on the betterment of everyone.	189	1	5	3.6825	1.0492	1.101
My supervisor instills confidence on all the juniors.	189	1	5	3.6349	1.10562	1.222
My supervisor focuses on the vision of the organization.	189	1	5	3.7566	1.02315	1.047
My supervisor is supportive.	189	1	5	3.836	0.95627	0.914
My supervisor reserves time for coaching.	189	1	5	3.4709	0.99223	0.985
Sub Variable Aggregate				3.7116	1.0056	
Transactional Leadership						
My supervisor always sets targets.	189	1	5	3.6032	1.13278	1.283
My supervisor focuses more on the mistakes made by juniors.	189	1	5	3.4709	1.05963	1.123
My supervisor investigates when things go wrong.	189	1	5	3.7725	0.9872	0.975
My supervisor lets others know about my problems.	189	1	5	3.1587	0.97642	0.953
My organization has a clear chain of command.	189	1	5	4.1746	0.86676	0.751
My supervisor uses rewards and punishments to motivate juniors.	189	1	5	3.328	1.11961	1.254
Sub Variable Aggregate				3.5847	1.0237	
Aggregate Score				3.648142	1.014658	1.035917

Source: Survey Data (2020)

The respondents' mean response on transformational leadership was 3.7116 implying that they generally agreed with the statements that the supervisors in the Kenya Police Service practice transformational leadership. The standard deviation equivalent of 1.0056 indicated a normal variation in the responses given. With regards to transactional leadership, respondents gave an average of 3.5847 which implies that they generally agreed with the statements on whether the supervisors in the Kenya Police Service exercise transactional leadership. The standard deviation of 1.0237 indicated a normal variation with regard to the responses given touching on transactional leadership. The aggregate mean of the responses was 3.6481 indicating that the respondents agreed with the statements on transformational and transactional leadership styles employed by the supervisors in the Kenya Police Service. The standard deviation of 1.0147 indicated a normal variation among the responses given.

The study is in consonance with Devanadhen and Sofi (2015) who in a study on the effects of styles of leadership on service delivery found out that leadership styles have a significant positive correlation but that only transformational style has a significant direct impact. Khaje (2018) however observed that whereas transactional leadership style has a negative effect on service delivery, transformational leadership style has a positive influence on service delivery.

4.5.7 Service Delivery of Police Officers

This section required the respondents to respond to the statements in relation to service delivery of police officers. The respondents were required to give their views on the statements in this section on a scale of 1-5. This section sought to obtain information from the respondents as to whether they ensured tangibility, reliability, responsiveness, assurance and empathy while delivering service in the Kenya Police Service. The table 4.10 represents the findings in relation to police officers' service delivery.

Table 4. 10: Service Delivery of Police Officers

	N	Min	Max	Mean	Std. Deviation
Tangibles					
I am provided with adequate up to date equipment.	189	1	5	3.2857	0.99619
I keep the physical facilities virtually neat and appealing.	189	1	5	4.0212	0.81186
I make sure that I am neat and properly dressed.	189	1	5	4.328	0.77068
I maintain a neat physical environment of my area of work.	189	1	5	4.3228	0.72681
Pamphlets and signage used in the police service are visually appealing.	189	1	5	3.6138	1.13176
Sub Variable Aggregate				3.9143	0.8875
Reliability					
The Kenya Police Service has a vision statement.	189	1	5	4.2646	0.90145
I show sincere interest while attending to reportees.	189	1	5	4.3862	0.71013
When helping the reportees I always demonstrate willingness.	189	1	5	4.3757	0.77983
While responding to the customers' requests I am never too busy.	189	1	5	4.3016	0.74309
I maintain error free records in my organization.	189	1	5	4.1693	0.82701
Sub Variable Aggregate				4.2995	0.7923
Responsiveness					
I always inform reportees when a service is to be performed.	189	1	5	4.3333	0.78551
I render prompt services to my customers.	189	1	5	4.3228	0.72681

When helping my customers I always show willingness.	189	1	5	4.455	0.70284
I readily respond to customers' concerns.	189	2	5	4.4074	0.74244
When responding to customers' problems I am never too busy.	189	1	5	4.3175	0.88412
Sub Variable Aggregate				4.3672	0.7683
Assurance					
I behave in a manner that instills confidence.	189	1	5	4.5026	0.68124
I ensure that members of public feel safe while I am dealing with them.	189	1	5	4.5079	0.68896
I demonstrate politeness while attending to customers.	189	1	5	4.4656	0.78897
I am knowledgeable in attending to customers' concerns.	189	2	5	4.5238	0.61516
I am knowledgeable in performing duties that I am charged with.	189	1	5	4.4815	0.68099
Sub Variable Aggregate				4.4963	0.6911
Empathy					
I accord all reportees individual attention.	189	1	5	4.4709	0.74051
I give the members of public personalized attention.	189	1	5	4.3439	0.80108
I have customers' interest at heart.	189	2	5	4.4656	0.6565
I comprehend the specific needs of my reportees.	189	1	5	4.1905	0.83521
I offer convenient operating hours for all my clients.	189	1	5	4.1217	0.95706
Sub Variable Aggregate				4.3185	0.7981
Aggregate Score				4.279156	0.787448

Source: Survey Data (2020)

An aggregate mean of 4.2792 was found which means that most respondents were in agreement that there is a good service delivery offered by police officers in the Kenya Police

Service. A standard deviation of 0.7874 meant that the variation between the responses given was normal.

The mean response for tangibles in service delivery was 3.9143 implying that the respondents generally agreed with the statements on whether they ensure tangibility as a service delivery attribute with a standard deviation of 0.8875 indicating a normal variation in the responses given. The mean response on reliability was 4.2995 implying that the respondents generally agreed that they ensure that they are reliable while delivering service to the members of public with a standard deviation of 0.7923 indicative of a low variation of responses given. Responsiveness as a service delivery attribute had a mean score of 4.3672 implying that the respondents generally agreed that they were responsive to the clients' concerns in police stations with a standard deviation of 0.7683 indicative of a low variation of responses.

The respondents' aggregate score on assurance was 4.4963 which indicate that there was a strong agreement with the statements that police officers endeavoured to ensure assurance on the members of public while attending to them with a standard deviation of 0.6911 indicating a low variation in the responses given. The mean score for empathy was 4.3185 which means that most of the police officers who responded asserted that they strive to be empathetic when serving clients with a standard deviation of 0.7981 indicating a low variation in the responses given.

4.6 Diagnostic Tests

Diagnostics tests namely multicollinearity, normality, heteroscedasticity, linearity and sampling adequacy were carried out to determine suitability of the data to make inferences.

4.6.1 Test of Sampling Adequacy

Keiser-Meyer-Olkin Measure (KMO) and the Bartlett's Test of Sphericity tests were conducted to determine the adequacy of the research data. The KMO measure ranges from zero to one where the values which are closer to one are preferred with a recommended zero point five threshold. Williams, Brown and Osman (2012) state that a KMO of 0.5 is an acceptable degree for sampling adequacy. Bartlett's Test of Sphericity was also used to ascertain whether the original correlation matrix was an identity matrix with a p value less

than 0.05 giving an indication that the data does not give an identity matrix and thus fit for further statistical analysis.

Table 4. 11: KMO and Bartlett's Test of Sphericity

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.817
Bartlett's Test of Sphericity	Approx. Chi-Square	678.064
	Df	21
	Sig.	.000

Source: Survey Data (2020)

From table 4.11, the KMO value was 0.817 which was above the threshold of 0.5 with Bartlett's Test of Sphericity being significant where P value=0.000<0.05 thus indicating that the sample was adequate and therefore could be used for further statistical analysis.

4.6.2 Test of Linearity

Linearity was tested using the Pearson's Correlation Coefficient. Linearity implies that an increase in one unit of an independent variable is linked with a fixed rise in the dependent variable.

Table 4. 12: Correlations

		Service Delivery
Organization Training	Pearson Correlation	.540**
	Sig. (2-tailed)	.000
	N	189
Reward Strategies	Pearson Correlation	.403**
	Sig. (2-tailed)	.000
	N	189
Employee Involvement	Pearson Correlation	.744**
	Sig. (2-tailed)	.000
	N	189
Information Systems	Pearson Correlation	.656**
	Sig. (2-tailed)	.000
	N	189
Job Satisfaction	Pearson Correlation	.490**
	Sig. (2-tailed)	.000
	N	189
Leadership Styles	Pearson Correlation	.556**
	Sig. (2-tailed)	.000
	N	189

** Correlation is significant at the zero point zero one level (2-tailed).

* Correlation is significant at the zero point zero five level (2-tailed).

Source: Survey Data (2020)

The coefficients of correlation valued 0.54, 0.403, 0.744, 0.656, 0.490 and 0.556 for organization training, reward strategies, employee involvement, information systems, job satisfaction and leadership styles respectively each have a p-value less than 0.05. There was thus appropriateness of the regression models in testing the entire hypotheses under this study.

4.6.3 Test of Multicollinearity

The researcher tested the data to ensure that the assumption of non-multicollinearity was satisfied (Field, 2005; Hair, Anderson, Tatham & Black, 1995). The researcher also used the Variance Inflation Factor (VIF) to check for multicollinearity. Landau and Everitt (2004) suggest that Variance Inflation Factors of at least ten or tolerance values of at most zero point one indicate that multicollinearity exists. In this study, $VIF \geq 10$ and tolerances ≤ 0.1 were adopted while detecting the existence of multicollinearity.

Table 4.13: Collinearity Statistics

Collinearity Statistics	Tolerance	VIF
Organization Training	0.652	1.533
Reward Strategies	0.707	1.415
Employee Involvement	0.408	2.453
Information Systems	0.386	2.592
Job Satisfaction	0.462	2.163
Leadership Styles	0.43	2.328

a Dependent Variable: Service Delivery

Source: Survey Data (2020)

From what table 4.13 above depicts, organization training had a tolerance value of 0.652 and a VIF of 1.533, reward strategies had a tolerance level of 0.707 and a VIF of 1.415, employee involvement had a tolerance value of 0.408 and a VIF of 2.453, information systems had a tolerance value of 0.383 and a VIF of 2.592, job satisfaction had a tolerance level of 0.462 and a VIF of 2.163 while leadership styles had a tolerance level of 0.43 and a VIF of 2.328. Since the tolerance values for all the variables were above 0.1 and the VIF values for all the variables were below 10, we conclude that there was absence of multicollinearity.

4.6.4 Test of Heteroscedasticity

Heteroscedasticity test was conducted using Breusch-Pagan test whereby the null hypothesis was that there is no heteroscedasticity implying constant error terms (Warner, 2008).

Table 4. 14: Breusch-Pagan test

			Mean		
	Sum of Squares	Df	Square	F	Sig.
Regression	0.454	4	0.114	1.499	0.204
Residual	13.937	184	0.076		
Total	14.392	188			

Source: Research Data (2020)

The P-value was 0.204 which is greater than the 0.05 threshold thus the study failed to reject the null hypothesis and a conclusion drawn that heteroscedasticity was absent.

4.6.5 Tests of Normality

Table 4. 15: Shapiro-Wilk Tests of Normality

Tests of Normality

	Shapiro-Wilk		
	Statistic	Df	Sig.
Organization Training	0.992	189	0.395
Reward Strategies	0.991	189	0.306
Employee			
Involvement	0.988	189	0.107
Information Systems	0.987	189	0.088
Job Satisfaction	0.992	189	0.334
Leadership Styles	0.991	189	0.247
Service Delivery	0.99	189	0.217

Source: Research Data (2020)

As Hair, Black, Babin and Anderson (2010) postulates, the data had a normal distribution since the P-value for each variable was higher than zero point zero five at ninety five percent level of confidence.

4.7 Inferential Statistics

The researcher conducted multiple linear regression analysis in testing for direct relationship, the mediating influence of job satisfaction and moderating influence of leadership styles on the relationship between workforce agility practices and service delivery of police officers in Nairobi City County, Kenya.

4.7.1 Test of Direct Relationship

This study made use of regression analysis since service delivery is regarded as a variable that is continuous (Field, 2009). The researcher also made use of multivariate analysis while conducting regression on the relationships that are existent between the various variables for a complete comprehension of each predictor variable's strength.

Table 4.16: Independent and Dependent Variable's Direct Relationship

Model Summary					
	R	R Square	Adjusted R Square	Std.Error of the Estimate	Durbin Watson
	.816a	0.666	0.658	0.30095	1.877
ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	33.174	4	8.294	91.567	.000
Residual	16.666	184	0.091		
Total	49.84	188			
Coefficients					
	Unstandardized Coefficients B	Std. Err	Standardized Coefficients Beta	T	Sig.
(Constant)	0.356	0.228		1.563	0.12
Organization Training	0.226	0.046	0.256	4.94	.000
Reward Strategies	0.195	0.048	0.205	4.045	.000
Employee Involvement	0.365	0.063	0.386	5.82	.000
Information Systems	0.226	0.058	0.241	3.862	.000

Source: Survey Data (2020)

In the first empirical model, organization training, reward strategies, employee involvement and information systems were regressed on service delivery of police officers and the multiple regressions summarised as below shown:

$$SD = 0.356 + 0.226OT + 0.195RS + 0.365EI + 0.226IS \dots\dots\dots (1)$$

Where;

- SD= Service Delivery.
- OT= Organization Training
- RS= Reward Strategies
- EI= Employee Involvement
- IS= Information Systems

A correlation coefficient (R) value of 0.816 implies that a statistically strong positive correlation exists between the independent variable (organization training, reward strategies, employee involvement and information systems) and the dependent variable (service delivery). The adjusted R^2 of 0.658 implies that 65.8% of service delivery is attributed to the corresponding workforce agility practices' variation with 34.2% of service delivery attributable to other factors not in the model. The Analysis of Variance results for workforce agility practices and service delivery depicts a P value that is less than 0.05 which shows that the model was significant in the prediction of how organization training, reward strategies, employee involvement and information systems influence service delivery of police officers in Nairobi City County, Kenya. Additionally, the F statistic=91.567 which is greater than the table value illustrating that there was a significance and adequacy of the overall model in predicting service delivery of police officers in Nairobi City County, Kenya.

The results from the table indicate that holding all the other factors (organization training, reward strategies, employee involvement and information systems) constant, service delivery of police officers in Nairobi City County would equal 0.356 units. The results in addition reveal that by holding all the other factors constant, a unit increase in organization training raises service delivery of police officers by 0.226 units. Similarly, a unit increase in reward strategies would by holding all the other factors constant raise service delivery by 0.195 units. In addition, a unit increase in employee involvement holding all the other factors constant would increase service delivery by 0.365 units whereas a unit increase in information systems holding all the other factors constant raises service delivery by 0.226 units.

The findings thus revealed that employee involvement had the highest influence on service delivery followed by organization training and information systems with reward strategies recording the lowest effect. All the variables had significance in predicting service delivery of police officers because they all had p-values less than zero point zero five. In addition, all the factors had their computed t-statistics higher when compared to the critical value of 2.776.

4.7.1.1 Organizational Training and Service Delivery

The first specific objective was to test whether organizational training influences service delivery of police officers in Nairobi City County, Kenya. From the results in table 4.16, organizational training has a β value of 0.226 which portrays a positive relationship between the dependent variable (service delivery) and the independent variable (organizational training). The level of significance is $0.000 < 0.05$ whereby the null hypothesis is rejected since P value is less than 0.05. Accordingly, the study infers that the null hypothesis is not supported and the alternate is accepted and thus the study found out that there is a statistically significant positive relationship between organizational training and service delivery of police officers in Nairobi City County, Kenya.

This conclusion well concurs with a study by Khakayi (2016) who found out that training impacts positively on service delivery of employees. The conclusion also supports the findings by Ateya (2016) who found out that training evaluation, training techniques and training needs assessment have a positive effect on employees' service delivery. Odhiambo (2018) also found a significant positive relationship between training and service delivery of employees in organizations. In this light, there is need for the policy makers in organizations to put into place training needs assessment, training evaluation and training policy aimed at betterment of service delivery of employees.

The findings are in consonance with the AMO theory which postulates that there is need for the management to enhance employees' skills, abilities and knowledge through a training intervention if service delivery is to be improved. The study helps in contributing to the current knowledge by bridging the knowledge gaps noted during literature review previously conducted since many of the studies earlier conducted were on the manufacturing sector (Nassazi, 2013; Khakayi, 2016). This study bridges the gap by dwelling on the security sector specifically the Kenya Police Service. The current study in addition included other crucial sub variables of training such as training policy and training evaluation which had been overlooked by Odhiambo (2018) in a study on the relationship between organization training and service delivery of employees.

Organizational training is thus considered as a workforce agility practice that assists the workforce to acquire skills, abilities and knowledge that will promote better service delivery of employees.

4.7.1.2 Reward Strategies and Service Delivery

The second specific objective was to test the relationship between rewards strategies and service delivery of police officers in Nairobi City County, Kenya. From the analysis, rewards strategies have a β value of 0.195 which portrays a positive relationship between reward strategies and service delivery. The level of significance is $0.000 < 0.05$ whereby the null hypothesis is rejected since P is less than 0.05. Accordingly, the study finds that the null hypothesis is not supported and the alternate is accepted and thus the study found out that there is a statistically significant positive relationship between reward strategies and service delivery of police officers in Nairobi City County, Kenya.

The findings of this study concur with Nnaji and Egbunike (2015) whose study found out that extrinsic and intrinsic rewards correlates positively with employees' service delivery. The findings were also in agreement with Omuya (2018) who found that rewards and proper compensation positively influence service delivery. The study however contradicts Njanja, Maina and Njagi (2013) who realized that cash bonuses do not positively influence service delivery. These findings are in consonance with AMO theory and equity theory which postulate that the management should provide meaningful financial and non financial rewards to its employees with the aim of improving service delivery of employees (Bailey, 1993; Adams, 1993). This study is therefore supportive of the AMO theory in that reward strategies is a workforce agility practice put in place to motivate employees with the eventual aim of their service delivery improvement.

The study helps in contributing to the current knowledge by bridging the knowledge gaps noted during literature review previously conducted in that whereas Omuya (2018) looked at rewards strategies as the only workforce agility practice, the current study focuses on reward strategies alongside other workforce agility practices namely organizational training, employee involvement and information systems. Another gap that the current study bridges is that it examines the relationship between reward strategies and service delivery of employees through the lenses of mediating influence of job satisfaction and moderating

influence of leadership styles. This is against a previous study by Nnaji and Egbunike (2015) that focused on the direct relationship between reward strategies and service delivery of employees.

Organizations therefore ought to employ a variety of rewards strategies such as offering of financial and non financial rewards in a bid towards bettering performance of their work force.

4.7.1.3 Employee Involvement and Service Delivery

The third specific objective was to test the relationship between employee involvement and service delivery of police officers in Nairobi City County, Kenya. From the analysis, employee involvement had a Beta coefficient of 0.365 which indicated a positive relationship between the independent variable (employee involvement) and the dependent variable (service delivery). The level of significance is $0.000 < 0.05$ whereby the null hypothesis is rejected since P is less than 0.05. Accordingly, the study finds that the null hypothesis is not supported and the alternate is accepted and thus the study concluded that there is a statistically significant positive relationship between employee involvement and police officers' service delivery in Nairobi City County, Kenya.

The study findings are in agreement with Montieri (2018) and Ambani (2016) who found out that employee involvement practices correlates positively with service delivery of employees. Muhamad, Nadeem, Syenda and Muzamal (2019) also found out that team orientation, empowerment and capacity development have a positive influence on service delivery of the workforce. Kuria (2017) also found out that delegation, employee consultation and joint decision making influence employee performance. The findings are also in consonance with the Vertical Dyad Linkage Theory which asserts that a good relationship quality between leaders and followers in an organization helps in bringing about proper leadership effects on teams and eventual betterment of service delivery in an organization.

The study's findings contribute to the current knowledge by bridging the knowledge gaps noted during literature review in that whereas earlier studies such as Muhamma *et.al.*, (2019) focused on developed countries, the current researcher had a focus on developing

countries specifically Kenya's security sector. In addition, the earlier studies were conducted on other sectors as are the cases of (Ambani, 2016; Kuria, 2017) but since those studies' findings are in line with the current study's findings, there is a clear evidence that the findings can be generalized across organizations despite the unique nature of organizations in which the studies were conducted.

Organizations therefore ought to employ various employee involvement practices such as exercising information sharing, participatory management and having in place work teams which are self directed to realize a better employees' service delivery.

4.7.1.4 Information Systems and Service Delivery of Police Officers

The fourth specific objective was to test the relationship between information systems and service delivery of police officers in Nairobi City County, Kenya. From the table, information systems had a Beta coefficient of 0.226 which portrayed a positive relationship between the independent variable (information systems) and the dependent variable (service delivery). The level of significance is $0.000 < 0.05$ whereby the null hypothesis is rejected since the P-value is less than 0.05. Accordingly, the study finds that the null hypothesis is not supported and the alternate is accepted and thus the study concludes that there is a statistically significant positive relationship between information systems and police officers' service delivery in Nairobi City County, Kenya.

The findings are in consonance with Thanga (2016) and Hiyam and Tareg (2014) whose studies found out that information systems contributes greatly towards improvement of service delivery in organizations. Adenkule, Tajudeen and Sunday (2017) found out a significant positive relationship between information technology usage and service delivery. The findings are in tandem with the TAM theory which postulates that technology users are basically influenced by 3 (three) crucial factors namely perceived usefulness, perceived ease of use and attitude towards the system. The findings also support TAM theory by intimating that attitudes, beliefs and behavioral intentions determines the usage levels of technology usage by employees.

The current study bridges the existing knowledge gaps realized during the previous literature review by studying information systems as a workforce agility practice alongside other workforce agility practices namely organization training, reward strategies and employee

involvement which Thanga (2016) did not. The current study conducted diagnostic tests namely multicollinearity, linearity, normality and heteroscedascity prior to subjecting the data to regression analysis, a process that the reviewed studies by Thanga (2016) and Hiyam and Tareg (2014) did not conduct. There is thus a great need for the Kenya Police Service's management to employ information systems in the workplace so as to attain better service delivery of employees.

4.7.1.5 Mediating Effect of Job Satisfaction

This fifth specific objective sought to establish whether job satisfaction has a mediating influence on the relationship between workforce agility practices and service delivery of police officers. To establish this, a stepwise approach suggested by Baron and Kenny (1986) was employed as follows:

Step 1: Service delivery was regressed on workforce agility practices and the relationship's significance noted.

$$SD = \beta_0 + \beta_1 WAP + \varepsilon \dots \dots \dots 3.2$$

Table 4.17: Regression of Service Delivery on Workforce Agility Practices

Model Summary					
R	R Square	Adjusted Square	R	Std. Error of the Estimate	
.812a	0.66	0.658		0.30119	
a Predictors: (Constant), Workforce Agility Practices					
ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	32.876	1	32.876	362.399	0.000
Residual	16.964	187	0.091		
Total	49.84	188			
a Dependent Variable: Service Delivery					
b Predictors: (Constant), Workforce Agility Practices					
Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.223	0.214		1.04	0.300
Workforce agility practices	1.047	0.055	0.812	19.037	0.000
a Dependent Variable: Service Delivery					

Source: Survey Data (2020)

Adjusted R squared value of 0.658 indicates that 65.8% variation in service delivery can be explained by workforce agility practices with 34.2% of variation attributable to other variables not in this model. The ANOVA results portray an F-statistic of 362.399 and a level of significance $P < 0.05$ implying that workforce agility practices significantly predicts service delivery of police officers in Nairobi City County, Kenya. The Beta coefficient for workforce agility practices equals 1.047 with a P value $0.000 < 0.05$ implying that a unit increase in workforce agility practices raises service delivery by 1.047 units. The P value < 0.05 depicts that workforce agility practices predicted service delivery significantly.

The resultant regression model is thus: **$SD = 0.223 + 1.047WAP$**

Step 2: Job satisfaction was regressed on workforce agility practices and the relationship's significance noted.

$$\mathbf{JS} = \beta_0 + \beta_2 \mathbf{WAP} + \varepsilon \dots\dots\dots \mathbf{3.3}$$

Table 4.18: Regression of Job Satisfaction on Workforce Agility Practices

Model Summary					
R	R Square	Adjusted Square	Std. Error of the Estimate	R	
.523a	0.274	0.27	0.51195		
a Predictors: (Constant), Workforce agility practices					
ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	18.493	1	18.493	70.561	.000b
Residual	49.011	187	0.262		
Total	67.505	188			
a Dependent Variable: Job Satisfaction					
b Predictors: (Constant), workforce agility practices					
Coefficients					
	Unstandardized Coefficients	Std. Error	Standardized Coefficients	T	Sig.
	B		Beta		
(Constant)	0.713	0.364		1.96	0.052
workforce agility practices	0.785	0.093	0.523	8.4	0.000
a Dependent Variable: Job Satisfaction					

Source: Survey Data (2020)

Adjusted R squared value of 0.27 indicates that 27% variation in job satisfaction can be explained by workforce agility practices with 73% of variation attributable to other variables not in this model. The ANOVA results portray an F-statistic of 70.561 and a level of significance $P < 0.05$ implying that workforce agility practices significantly predicts job satisfaction of police officers in Nairobi City County, Kenya. The Beta coefficient for workforce agility practices equals 0.785 with a P value $0.000 < 0.05$ implying that a unit increase in workforce agility practices raises job satisfaction by 0.785 units. The P value < 0.05 depicts that workforce agility practices predicted job satisfaction significantly.

The resultant regression model is thus: **JS=0.713+0.785WAP**

Step 3: Service delivery was regressed on job satisfaction and the relationship's significance noted.

$$\mathbf{SD = \beta_0 + \beta_3JS + \varepsilon} \dots\dots\dots\mathbf{3.4}$$

Table 4.19: Regression of Service Delivery on Job Satisfaction

Model Summary					
			Adjusted		
R	R Square	R Square	R Square	Std. Error of the Estimate	
.490a	0.24	0.236	0.236	0.45015	
a Predictors: (Constant), Job Satisfaction					
ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	11.947	1	11.947	58.956	.000b
Residual	37.893	187	0.203		
Total	49.84	188			
a Dependent Variable: Service Delivery					
b Predictors: (Constant), Job Satisfaction					
Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.699	0.208		12.953	0.000
Job Satisfaction	0.421	0.055	0.49	7.678	0.000
a Dependent Variable: Service Delivery					

Source: Survey Data (2020)

Adjusted R squared value of 0.236 indicates that 23.6% variation in service delivery can be explained by job satisfaction with 76.24% of variation attributable to other variables not in this model. The ANOVA results portray an F-statistic of 58.956 and a level of significance $P < 0.05$ implying that job satisfaction significantly predicts service delivery of police officers in Nairobi City County, Kenya. The Beta coefficient for job satisfaction equals 0.421 with a P value $0.000 < 0.05$ implying that a unit increase in job satisfaction raises service delivery by 0.421 units. The P value < 0.05 depicts that job satisfaction predicted service delivery significantly.

The resultant regression model is thus: $SD=2.699+0.421JS$

Step 4: Service delivery was regressed on workforce agility practices and job satisfaction and the relationship's significance noted.

$$SD = \beta_0 + \beta_4WAP + \beta_5JS + \varepsilon \dots\dots\dots 3.5$$

Table 4.20: Regression of Service Delivery on Workforce Agility Practices and Job Satisfaction

Model Summary					
R	R Square	Adjusted R Square	Std. Error of the Estimate		
.816a	0.665	0.662	0.29945		
a Predictors: (Constant), Workforce Agility Practices , Job Satisfaction					
ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	33.161	2	16.581	184.908	.000b
Residual	16.679	186	0.09		
Total	49.84	188			
a Dependent Variable: Service Delivery					
b Predictors: (Constant), Workforce Agility Practices , Job Satisfaction					
Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.168	0.215		0.782	0.435
Job Satisfaction	0.076	0.043	0.089	1.784	0.000
Workforce Agility Practices	0.987	0.064	0.766	15.381	0.076
a Dependent Variable: Service Delivery					

Source: Survey Data (2020)

Adjusted R squared value of 0.662 indicates that 66.2% variation in service delivery can be

explained by workforce agility practices and job satisfaction with 33.8% of variation attributable to other variables not in this model. The ANOVA results portray an F-statistic of 184.908 implying that the estimated model sufficiently fitted the data set. The level of significance $P < 0.05$ in the case of job satisfaction and the level of insignificance $P > 0.05$ in the case of workforce agility practices implies that job satisfaction has a complete mediating effect on the relationship between workforce agility practices and police officers' service delivery in Nairobi City County, Kenya.

The resultant regression model was thus: **$SD = 0.168 + 0.987WAP + 0.076JS$**

Table 4.21: Decision Criteria for Mediation

Results	Decision
β_1 is insignificant in model 3.2	No need testing for mediation.
β_1 is significant in model 3.2	Go ahead with the mediation test.
β_1 is significant in model 3.2	Complete Mediation - This is met from the analysis.
B_2 is significant in model 3.3	
B_3 is significant in model 3.4	
B_4 is insignificant but β_5 is significant in model 3.5	
β_1 is significant in model 3.2	Partial Mediation
B_2 is significant in model 3.3	
B_3 is significant in model 3.4	
B_4 and β_5 are both significant in model 3.5	
β_1 is significant in model 3.2	No Mediation
B_2 is significant in model 3.3	
B_3 is significant in model 3.4	
B_4 is significant but β_5 is insignificant in model 3.5	

Source: Baron and Kenny (1986).

Muna, Zain and Shaju (2017) and Prayoga and Achmad (2017) in their studies on job satisfaction and employee service delivery agree with this study in that there is a statistically significant positive effect of job satisfaction on service delivery and that job satisfaction leads to a higher organizational output. Odembo (2013) in a study on the factors influencing job satisfaction and its effects on organization performance also found out that rewards and

talent development affect job satisfaction which in turn affects service delivery. There is therefore a need for organizations to employ a variety of job satisfaction enhancers in a bid towards bettering service delivery of employees. Abdelghafour and Faisal (2002) postulates that there is need for managers to consider job satisfaction of individual employees when administering pay, promotions, recognitions and issues of employee improvement.

The findings are in agreement with the Equity Theory which asserts that employees gauge the equity of rewards offered by comparing the rewards that others get for the same input (Adam, 1963). The theory further opines that there is need for supervisors at all levels to seriously consider equity while dealing with employees whether in administering pay, promotions or recognitions or in issues of improvements, training and development. The findings are also in consonance with the AMO theory that opines that motivation, work-commitment and job satisfaction of employees ultimately positively influence their service delivery (Boselie, 2010).

This study's findings contributes to the current body of knowledge in that whereas some of the earlier studies conducted were of desktop review nature as is the case with Muna, Zain and Shaju (2017), the current study was empirical in nature where data was collected then subjected to scientific data analysis techniques. As depicted in the statement of the problem, a black box exists in the relationship between workforce agility practices and service delivery and thus the current study adds to the existing body of knowledge by demonstrating that job satisfaction has a complete mediating influence on the relationship between workforce agility practices and service delivery of employees.

4.7.1.6 Moderating Effect of Leadership Styles

This final specific objective sought to establish whether leadership style has a moderating influence on the relationship between workforce agility practices and service delivery of police officers in Nairobi City County, Kenya. A hypothesis was therefore set that leadership style has no moderating influence on the relationship between workforce agility practices and service delivery of police officers in Nairobi City County, Kenya. In testing this hypothesis, the study employed the Whisman and McClelland (2005) two steps regression model.

Step 1: Service delivery was regressed on workforce agility practices and the first adjusted r squared value (r_1^2) and the level of significance noted at $p < 0.05$.

$$SD = \beta_0 + \beta_1 WAP + \varepsilon \dots \dots \dots 3.6$$

Table 4.22: Regression of Service Delivery on Workforce Agility Practices.

Model Summary					
	R	R Square	Adjusted R Square	Std. Error of the Estimate	
	.812a	0.66	0.658	0.30119	
a Predictors: (Constant), Workforce Agility Practices					
ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	32.876	1	32.876	362.399	.000b
Residual	16.964	187	0.091		
Total	49.84	188			
a Dependent Variable: Service Delivery					
b Predictors: (Constant), Workforce Agility Practices					
Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.223	0.214		1.04	0.3
Workforce agility practices	1.047	0.055	0.812	19.037	0.000
a Dependent Variable: Service Delivery					

Source: Survey Data (2020)

Adjusted R squared value of 0.658 indicates that 65.8% variation in service delivery can be explained by workforce agility practices with 34.2% of variation attributable to other variables not in this model. The ANOVA results portray an F-statistic of 362.399 and a level of significance $P < 0.05$ implying that workforce agility practices significantly predicts

service delivery of police officers in Nairobi City County, Kenya. The Beta coefficient for workforce agility practices equals 1.047 with a P value $0.000 < 0.05$ implying that a unit increase in workforce agility practices raises service delivery by 1.047 units. The P value < 0.05 depicts that workforce agility practices predicted service delivery significantly.

The model thus is: **$SD = 0.223 + 1.047WAP$**

Step 2: Leadership style was employed and the new r squared value (r_2^2) and the significance level noted at $p < 0.05$ for the interaction term between workforce agility practices and leadership styles.

$$SD = \beta_0 + \beta_1 WAP + \beta_2 LS + \beta_3 WAP * LS + \varepsilon \dots\dots\dots 3.7$$

Table 4.23: Regression of Workforce Agility Practices, Leadership Styles and their Interaction Term on Service Delivery

Model Summary					
	R	Adjusted			
R	Square	R Square	Std. Error of the Estimate		
.817a	0.668	0.665	0.29817		
a Predictors: (Constant), Interaction term between Workforce Agility Practices and Leadership Style, Workforce agility practices					
ANOVA					
	Sum				
	of Squares	Df	Mean Square	F	Sig.
Regression	33.304	2	16.652	187.304	.000b
Residual	16.536	186	0.089		
Total	49.84	188			
a Dependent Variable: Service Delivery					
b Predictors: (Constant), Interaction term between Workforce Agility Practices and Leadership Style, Workforce agility practices					
Coefficients					
	Unstandardized		Standardized		
	Coefficients		Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.161	0.214		0.753	0.452
Workforce agility practices	0.854	0.103	0.663	8.273	0.000
Interaction term between Workforce Agility Practices and Leadership Style	0.105	0.048	0.176	2.194	0.029
Leadership Styles	0.105	0.048	0.115	2.194	0.029
a Dependent Variable: Service Delivery					

Source: Survey Data (2020)

Workforce agility practices, leadership styles and their interaction term were regressed on service delivery of police officers in Nairobi City County, Kenya. The new adjusted R

squared value=0.665 implying that 66.5% of the changes in service delivery was predicted by the model. Adjusted R squared value changed from 0.658 to 0.665 implying that 0.7% improvement in the service delivery of police officers is attributable to interaction of workforce agility practices and leadership styles. According to the ANOVA done, the model's F-value was 187.304 with a significance level of $P=0.000<0.05$ implying that the model was significant enough in predicting service delivery of police officers in Nairobi City County, Kenya. According to the results as per table 4.22 above, it is notable that the beta coefficient for workforce agility practices equals 0.854 with a p value of 0.000, beta coefficient for leadership styles equals 0.105 with a P value of 0.029 while the interaction term between workforce agility practices and leadership styles had a beta value of 0.105 with a P value of 0.029.

Leadership styles is thus a moderating variable in the relationship between workforce agility practices and service delivery of police officers as evidenced under the table 4.23 below since the Beta coefficients for the interaction term and workforce agility practices have p values less than 0.05.

Table 4.24 Decision Criteria for Moderated Relationship

Results	Decision
There is no statistical significance of β_1 in model 3.6.	No need to test for moderation.
There is a statistical significance of β_1 in model 3.6.	Proceed with the test for moderation.
There is statistical significance of β_1 in model 3.6.	Leadership style is a predictor variable.
There is no statistical significance of B_3 in model 3.7.	
There is statistical significance of β_1 in model 3.6.	Leadership style is a moderating variable- This is met from the analysis.
There is statistical significance of B_3 in model 3.7.	

Source: Whisman and McClelland (2005)

The findings are in agreement with Devanadhen and Sofi (2018) who noted that efficient leadership has a positive significant influence on service delivery. Sajjad, Saher, Muhammad, Fiza and Mohammed (2019) in their study also observed a significant positive relationship between employees' service delivery and leadership. Their study however found out that whereas transactional leadership exhibited an insignificant effect, transformational leadership impacts significantly on service delivery.

The findings are as per the postulates of the Vertical Dyad Linkage Theory which asserts that there is a need for there being a proper relationship between members and leaders of an organization if there is to be found optimal realization of organizational objectives (Dansereau, Graen & Haga, 1975). The theory further asserts that relationships that are of high quality are marked with exchange of valuable resources, opportunities for development, support, mentoring and other benefits to the employees.

The findings in the current study adds to the existing body of knowledge in that whereas the previous studies reviewed considered leadership style as a predictor variable (Khaje, 2018; Devanadhen & Sofi, 2015), this study considered it as a moderating variable with the

conclusions that leadership style has a significant moderating influence on the relationship between workforce agility practices and service delivery of police officers in Nairobi City County. It is also notable that most of the studies earlier conducted were on the manufacturing sector (Sajjad, Saher, Muhammad, Fiza & Mohammed, 2019; Khaje, 2018). The current study thus adds on the existing knowledge by focusing on leadership styles employed by supervisors in the security sector with a specific focus on police officers in the Kenya Police Service. There is thus a need for an organization's leadership to inspire junior employees into following certain courses of action with an aim of helping them to become less stressed and keeping them highly motivated.

4.8 Qualitative Analysis

The qualitative data obtained from the open ended questions in the questionnaire was analyzed by means of conceptual content analysis. Data that was gotten was analysed as per the themes that emanated from the responses provided by various questionnaire variables (Mugenda & Mugenda, 2003). The themes under which the responses were classified are organizational training, reward strategies, employee involvement, information systems, job satisfaction, leadership styles and service delivery.

4.8.1. Organization Training

On organizational training, the study sought to get the respondent's opinion regarding its role on service delivery of police officers in Nairobi City County, Kenya. A myriad of responses were gathered which demonstrated that organization training helps in keeping police officers updated on new crime trends which in turn assists them in coming up with appropriate means of curbing crime. Some respondents also indicated that training helps police officers to have proper knowledge and skills which in turn promotes efficiency. It was also noted from the responses given that training enhances police officers' reasoning while dealing with members of public, helps officers to be technologically savvy, helps deal with crimes in the ever dynamic environment, reduces complaints against police officers and also improves morale of police officers when performing duties that they have been trained on.

4.8.2 Reward Strategies

The researcher on the other hand endeavored to identify how rewards have impacted on police officers' service delivery in Nairobi City County, Kenya. It was notable that rewards

help in amplifying self motivation of individuals, builds confidence of police officers when performing their duties, enhances the offered quality of service and also creates a room for a cordial existence of members of the organization. The respondents also indicated that rewards help other officers to perform better, helps in offering a higher customer satisfaction, reduces levels of stress in employees and also makes one to feel honored and valued which ultimately improves service delivery of police officers. The responses also indicated that rewards reduce corruption cases hence raising public confidence of members of public towards police officers offering the service.

4.8.3 Employee Involvement

The researcher sought to explain ways in which the KPS can have a more participatory management in a bid towards improvement of service delivery. Most of the respondents indicated that there is need to accommodate the views of junior officers in decision making, adopt people by people policy mechanism, create room for team building and also create board room forums involving officers from all cadres to express their opinion. Other responses given were that senior police officers of all ranks should accommodate inputs from police officers of all ranks, there should be regular lectures and workshops to sensitize all officers on working efficiently, by improving on job rotations, enhancing open door policy and team building, exercising delegation of duties, introducing group rewards, having suggestion boxes in all police stations, and also valuing feedback from police officers across ranks and files.

4.8.4 Information Systems

In a bid to establish the role of information systems on enhancement of service delivery, police officers indicated that information systems help in rendering police officers accountable to their work especially in their respective areas of deployment, enhances intelligence collection through multi agency relationships and enhances instant sharing and prompt access to information. Respondents also argued that information systems have assisted greatly in tracking criminals, assisting in interlinking different National Police Service units, keeping information confidential and also in improvement of evidence quality presented before courts of law. Police officers however recommended that there should be enough information systems equipment since the ones in use are very slow and insecure

with many officers stressing on the need to have reports booked at the scene of crime instead of the station level so as to capture all crucial details.

4.8.5 Job Satisfaction

The respondents were also asked to outline how job satisfaction affects their service delivery. Many police officers indicated that it makes their souls satisfied leading to optimum performance, raises one's self esteem, creates a healthy and free working environment, encourages team spirit, promotes fairness in transfers, offers ample time for both personal and spiritual life and enhances a good relationship between the juniors and their superiors. It was also notable that job satisfaction improves morale of officers, improves trust from the members of public, helps officers to perform their duties with passion, raises dedication and commitment of police officers in their work and enhances efficiency in the work place. Many respondents however indicated that member of public expects police officers to work in their favor and so when they perform their duties rightly, the members of public complain unnecessarily. A respondent boldly asserted that dissatisfied officers consider side hustles thus eating into the time that they ought to be serving the members of public.

4.8.6. Leadership Styles

The researcher also sought to know how leadership styles affect service delivery of employees. Majority of the respondents noted that good leadership styles affect them positively by motivating them to work harder in their workplace while poor leadership demoralizes their followers thus negatively affecting service delivery. Other respondents also noted that delegated leadership proved well to officers on the ground by raising their level of expertise in their work place. Some respondents noted that leaders that grade and support juniors raise their service delivery levels. It was evident from the many responses given that poor leadership results to tribalism, hatred and lack of productivity in the workplace. One respondent said that a good leader motivates his staff and talks to his juniors daily to keep them informed on what is required of them.

4.8.7 Service Delivery

The researcher sought to establish other ways in which the Kenya Police Service can boost service delivery of police officers from all ranks and files. Many respondents asserted that it

can be done through accommodating opinions of all officers, increasing house allowances payable, frequent informed training, adequate resource allocation, awarding of medals and commendations to deserving officers, addressing police officers' concerns as the first line clients, fairly promoting officers, timely and proper performance evaluation and ensuring that there are enough modern equipment for use by all officers.

Other officers recognized a need for recognition based on one's professional and academic qualification, recruiting more police officers to ease the strain, holding frequent participatory meetings, embracing corporate social responsibility to change the members of the public's perception towards police officers, consideration of the welfare of the spouses and children, affording study leaves to officers wishing to further their studies and frequent counseling of officers owing to the demanding nature of their duty

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter brings out a summary of the study's major findings. It in addition endeavors to present conclusions and also gives recommendations for areas that may be further looked into by other researchers touching on workforce agility practices and service delivery of police officers.

5.2 Summary

The Kenya Police Service has for a long period of time been accused of many ills ranging from lack of accountability, rising corruption cases and misuse of force in spite of the reforms that the Kenyan government has endeavored to have in the Kenya Police Service. This then calls for a need for the KPS to rethink on how it can improve service delivery of police officers especially in the current Kenyan security situation that is dynamic and turbulent not forgetting the COVID-19 pandemic that has rocked the whole world. Moreover, there are few studies done on workforce agility practices and the ones done are on direct relationship without incorporating mediating and moderating variables and have focused on other sectors other than the security sector under which KPS fall.

The study's general objective was to establish the influence of workforce agility practices on service delivery of police officers in Nairobi City County. The study did a test on the direct relationship between workforce agility practices (organization training, reward strategies, employee involvement and information systems) and service delivery of police officers in Nairobi City County, the mediating influence of job satisfaction on the relationship between workforce agility practices and service delivery of police officers in Nairobi City County Kenya and to examine the moderating influence of leadership styles on the relationship between workforce agility practices and service delivery of police officers in Nairobi City County, Kenya.

The study adopted explanatory and descriptive research designs and was founded on positivism research philosophy. The study's target population comprised of 6,945 police officers drawn from eleven police sub counties in Nairobi City County from which a sample of 247 police officers was drawn using multistage probability technique. A semi structured

questionnaire aided in data collection. A pilot study was conducted on 25 police officers. Regression analysis and descriptive statistics (standard deviation and mean) were used in hypothesis testing whereas graphs and tables were used to present results. The hypotheses' testing decisions were reached at using P values of the beta coefficients at 0.05 level of significance.

5.2.1 Organization Training and Service Delivery

The study's first objective was to determine the influence of organization training on police officers' service delivery in Nairobi City County, Kenya. The null hypothesis was that organization training has no significant effect on service delivery of police officers in Nairobi City County, Kenya. The finding of the study was that organization training has a significant positive effect on service delivery of police officers in Nairobi City County, Kenya.

5.2.2. Rewards Strategies and Service Delivery

The study's second objective endeavored to examine the influence of reward strategies on service delivery of police officers in Nairobi City County, Kenya. The null hypothesis was that reward strategies have no significant effect on service delivery of police officers in Nairobi City County. The findings of the study were that reward strategies have a significant positive effect on service delivery of police officers in Nairobi City County, Kenya.

5.2.3 Employee Involvement and Service Delivery

The study's third objective was to establish the influence of employee involvement on service delivery of police officers in Nairobi City County, Kenya. The findings of the study were that employee involvement has a significant positive effect on service delivery of police officers in Nairobi City County.

5.2.4 Information Systems and Service Delivery

The fourth specific study objective was to determine the influence of information systems on police officers' service delivery in Nairobi City County. The study findings were that information systems have a significant positive effect on service delivery of police officers in Nairobi City County.

5.2.5 Workforce Agility Practices, Job Satisfaction and Service Delivery

The study's fifth objective was to determine the mediating influence of job satisfaction on the relationship between workforce agility practices and service delivery of police officers in Nairobi City County. The study found out that job satisfaction has a complete mediating effect on the relationship between workforce agility practices and police officers' service delivery in Nairobi City County, Kenya.

5.2.6 Workforce Agility Practices, Leadership Styles and Service Delivery

The study's final objective sought to examine the moderating influence of leadership styles on the relationship between workforce agility practices and service delivery of police officers in Nairobi City County, Kenya. The study found that leadership style has a moderating influence on the relationship between workforce agility practices and service delivery of police officers in Nairobi City County, Kenya.

5.3 Conclusions

Going by the study findings, the study arrived at several crucial conclusions. First, the study demonstrates that workforce agility practices namely organization training, rewards strategies, employee involvement and information systems all recorded a statistically significant positive influence on service delivery of police officers in Nairobi City County, Kenya.

Job satisfaction was also found to have a complete mediating influence on the relationship between workforce agility practices and service delivery of police officers in Nairobi City County, Kenya. Leadership styles were also noted to moderate the relationship between workforce agility practices and service delivery of police officers in Nairobi City County, Kenya.

5.4: The Study's Contributions to Knowledge

This study established the influence of workforce agility practices on service delivery of police officers in Nairobi City County, Kenya. There are few studies done on workforce agility practices and service delivery and the ones conducted have been done in the manufacturing sector and in other countries outside Kenya. The study therefore offers additional evidence in support of the link between workforce agility practices and service

delivery from a different perspective, a focus on security sector specifically the Kenya Police Service.

Many of the previous studies done dealt with the direct relationship between workforce agility practices and service delivery. The study therefore adds to the existing knowledge by demonstrating that job satisfaction has a complete mediating effect on the relationship between workforce agility and service delivery. The study also contributes by showing that leadership styles has a moderating effect on the relationship between workforce agility practices and service delivery.

Most of the studies done on organization training, reward strategies, employee involvement and information systems have treated them as mere human resource functions. This study thus adds to the existing knowledge by adopting organizational training, reward strategies, employee involvement and information systems as diverse workforce agility practices that have a statistically significant positive effect on employees' service delivery.

The current study helps in adding the existing theoretical literature through provision of a basis for testing the hypothesis empirically. The AMO theory's proposition is supported by this study in that service delivery of police officers can be improved if the Kenya Police Service can enhance motivation, opportunities and abilities of police officers by investing in workforce agility practices. The current study's findings also resonate well with the AMO theory because when the management of the Kenya Police Service enhances skills, abilities and knowledge of police officers, the organization is likely to record high levels of service delivery.

The study's findings also adds on the Vertical Dyad Linkage Theory by asserting that a good relationship quality between leaders and followers in the Kenya Police Service would help in bringing about proper leadership effect on teams and eventual betterment of service delivery of police officers. The value of TAM is also added by the current study's findings in that attitudes, beliefs and behavioral intentions will determine the levels of technology usage by police officers in KPS. This study also adds onto the value of equity theory by confirming that lowly regarded rewards exude dissatisfaction and also support the proposition of the SERVQUAL model in that enhancing police officers' responsiveness,

empathy, reliability, tangibility and assurance improves the quality of service delivery offered to the members of public.

5.5 Recommendations for Policy and Practice

There was a significant positive influence of organization training on service delivery of police officers in Nairobi City County, Kenya. It is thus important for the management to appreciate the need for continuous training of its staff by ensuring that training needs assessment and training evaluation are conducted and also by having a training policy in place which guides the training undertakings. This shall equip the workforce with requisite abilities and skills which will translate into improved employee service delivery.

Reward strategies were observed to have a positive influence on service delivery of police officers in Nairobi City County. The management of the KPS should thus see to it that the employees are motivated by according them non financial rewards, financial rewards and recognition that have all been found to improve service delivery of employees.

The study in addition found out that employee involvement has a significant positive influence on service delivery of police officers. The KPS management should thus ensure that employees are involved in key decision making through proper information sharing, ensuring they participate in management issues and also having work teams that are self directed. There was also a demonstration in the study that information systems have a positive influence on police officers' service delivery in the KPS. The management of the KPS should thus offer support of information systems' adoption by employees through affording quality and adequate information technology resources to be in line with the evolving nature of security situation worldwide.

Job satisfaction was found to have a complete mediating influence on the relationship between workforce agility practices and service delivery of police officers. Job satisfaction measures in this study included health well being and proper supervision of employees. It is thus imperative for organization's management to ensure that job satisfaction of employees is put into consideration so as to tap fully from what employees are able to offer in the organization. Job satisfaction in this case is able to offer a favorable environment in the workplace likely to translate into better service delivery of employees.

Leadership styles specifically transformational and transactional were found to have a moderating influence on the relationship between workforce agility practices and service delivery of police officers in Nairobi City County. The management thus ought to appreciate the contribution of the styles of leadership in service delivery of employees in organizations and the need to employ the two leadership styles based on the prevailing managerial tasks that are to be executed.

5.6 Suggestions for Further Research

There are a number of relevant further researches that the current study proposes. First, the current study's findings may not apply to other sectors because of the different cultural, social, political and geographical environments that each operates in. It is thus imperative that another study on workforce agility practices be done in other countries other than Kenya and in other sectors other than the security sector so as to assist in the finding's generalizability. Secondly, the study proposes a need for carrying out a research to establish the moderating and mediating influence of other variables not in this study on the relationship between workforce agility and service delivery of employees.

Lastly, the study recommends a need for a longitudinal study to be undertaken to ascertain whether this study's findings could still hold. This is crucial since the current study was conducted at a time when the security sector and even other sectors were facing trying turbulent times due to COVID-19 pandemic that had rocked Kenya and the world at large.

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APPENDICES

Appendix 1: Letter of Introduction

**MBURU MAINA,
P.O. BOX 30083-00100,
NAIROBI.**

Dear informant,

RE: REQUEST FOR PARTICIPATION IN A RESEARCH

I am Peter Mburu Maina Registration number: D86/CTY/38958/2017 and a Ph.D student pursuing Human Resource Management in Kenyatta University. This is to kindly request you to be a respondent in this study that is on workforce agility practices and service delivery of police officers in Nairobi City County, Kenya. The collected information shall be treated confidentially and is meant strictly for academic reasons. Any clarification needed from the researcher can be sought using the phone contacts below.

I highly appreciate you for your cooperation and time.

Your's faithfully,

**Peter Mburu Maina
D86/CTY/PT/38958/2017
CELL PHONE: +254721493894**

Appendix II: Questionnaire

This study endeavors to investigate the influence of workforce agility practices on service delivery of police officers in Nairobi City County, Kenya. You are hereby chosen to take part in this study and I assure you that the information that you will give shall be confidentially treated and employed strictly for academic purposes. Kindly be as honest as possible whilst filling this questionnaire.

Section A: Background Information.

Kindly place a tick (✓) where relevant:

1) What is your gender? Male Female

2) What is your age bracket?

Under 30 years 31-40 years 41-50 years Over 51 years

3) What are your terms of service? Probationary Pensionable

4) Which is your highest level of education?

Primary
Secondary
Diploma
Bachelor's Degree
Master's Degree
Doctorate Degree
Others (Specify)

5) What is your rank in the Kenya Police Service?

SSP S/SGT
SP SGT
ASP CPL
CI PC
IP

Training Policy					
Statements	5 (SA)	4 (A)	3 (D)	2 (SD)	1 (NS)
a) A training policy is in place that applies to all the Kenya police officers.					
b) There is a fair selection of police officers who undergo training.					
c) There is an adequate budgetary allocation for police officers' training.					
d) Training policy is practised as prescribed.					

Please explain how organization training helps you while performing your duties.

.....

Section C: Reward Strategies

9) Kindly indicate your response on reward strategies by ticking (√) the box that is most appropriate whereby 5 is for Strongly Agree (SA), 4 is for Agree (A), 3 is for Disagree (D), 2 is for Strongly Disagree (SD) and 1 is for Not Sure (NS).

Financial Payments					
Statements	5 (SA)	4 (A)	3 (D)	2 (SD)	1(NS)
a) My salary is fair compared to what is being offered in the job market.					
b) There is a grade structure for determining remuneration.					
c) My organization offers an attractive rental allowance.					
d) I receive overtime payments after working past assigned hours.					
Non-Financial Payments					
a) I benefit from a medical cover.					

Statements	5 (SA)	4 (A)	3 (D)	2 (SD)	1(NS)
b) My organization provides subsidized meals to the employees.					
c) Non financial rewards encourage working under minimum supervision.					
d) I enjoy my annual leaves uninterrupted.					
Recognition					
a) There is a good documentation of formal recognition in my organization.					
b) Recognition of employees is likely to reduce workplace conflicts.					
c) I get verbal praises after doing well.					
d) In my organization, well performing employees are awarded medals and commendations.					

In what other ways have rewards impacted on service delivery?

.....

Section D: Employee Involvement

10) Kindly indicate your response on employee involvement by ticking (√) the box that is most appropriate whereby 5 is for Strongly Agree (SA), 4 is for Agree (A), 3 is for Disagree (D), 2 is for Strongly Disagree (SD) and 1 is for Not Sure (NS).

Self Directed Work Teams					
Statements	5 (SA)	4 (A)	3 (D)	2 (SD)	1 (NS)
a) The Kenya Police Service encourages team formation.					
b) My team is granted autonomy to have control over its duties.					
c) Police officers' teams have a say on how work is done.					
d) Teamwork is important for service delivery in my organization.					

Statements	5 (SA)	4 (A)	3 (D)	2 (SD)	1(NS)
Participatory Management					
a) The top management values feedback from police officers of all ranks.					
b) I have freedom to exercise control over my duties.					
c) There is an open door policy in my organization.					
d) In my organization, meetings held are participatory.					
Information Sharing					
a) My organization values information sharing between all levels of the organization.					
b) My organization has efficient communication channels.					
c) I express my concerns freely.					
d) I know who to seek help from when I am in difficulty.					

Explain other ways in which the Kenya Police Service can have a more participatory management in a bid towards improving their service delivery.

.....

Section E: Information Systems

11) Kindly indicate your response on information systems by ticking (√) the box that is most appropriate whereby 5 is for Strongly Agree (SA), 4 is for Agree (A), 3 is for Disagree (D), 2 is for Strongly Disagree (SD) and 1 is for Not Sure (NS).

Crime Prevention					
Statements	5 (SA)	4 (A)	3 (D)	2 (SD)	1(NS)
a) Information systems help in tracking criminals.					
b) There are enough information technology facilities for use by all police officers.					
c) Information systems help in faster investigation of criminal cases.					

Statements	5 (SA)	4 (A)	3 (D)	2 (SD)	1(NS)
d) My organization has information systems in place.					
Intelligence Collection					
a) Information systems have helped in hiding identity of the investigating officers.					
b) Information systems have helped in keeping information confidential.					
c) I have been trained on use of information systems.					
d) Information systems have improved the quality of evidence presented before courts of law.					
Crime Analysis					
a) Information systems have helped me in identifying the crime prone areas.					
b) I use information technology with ease.					
c) I prefer using manual means to using information systems when analyzing crime.					
d) Information systems have helped in eliminating criminal intelligence that is of no use.					

Explain other ways in which the Kenya Police Service information systems have affected service delivery of police officers.

.....

Section F: Job Satisfaction of Police Officers

12) Kindly indicate your response on job satisfaction by ticking (√) the box that is most appropriate whereby 5 is for Strongly Agree (SA), 4 is for Agree (A), 3 is for Disagree (D), 2 is for Strongly Disagree (SD) and 1 is for Not Sure (NS)

Health Wellbeing					
Statements	5 (SA)	4 (A)	3 (D)	2 (SD)	1(NS)
a) There are counseling services provided by the Kenya Police Service.					
b) Adequate safety precautions are in place for all police officers.					
c) There are ambulances available to evacuate the injured officers at work.					

Statements	5 (SA)	4 (A)	3 (D)	2 (SD)	1(NS)
d) Kenya Police Service issues periodic health newsletters and bulletins.					
Work Life Balance					
a) The demand at my workplace interferes with my family life.					
b) My spiritual belief affects my service delivery.					
c) I experience personal connection with my co-workers.					
d) My social life is affected by my volume of work.					
Supervision					
a) I talk freely with my supervisor.					
b) My supervisor is always ready to offer advice.					
c) Work is fairly distributed across my work group.					
d) Supervisors in my organization create room for me to make my task decision.					

Please give other ways on how job satisfaction affects service delivery of the KPS officers.

.....

Section G: Leadership Styles

13) Kindly indicate your response on leadership styles by ticking (✓) the box that is most appropriate whereby 5 is for Strongly Agree (SA), 4 is for Agree (A), 3 is for Disagree (D), 2 is for Strongly Disagree (SD) and 1 is for Not Sure (NS).

Statements	5 (SA)	4 (A)	3 (D)	2 (SD)	1(NS)
Transformational Leadership					
a) My supervisor goes beyond self interest for the good of the group.					
b) My supervisor instills confidence and power.					

Statements	5 (SA)	4 (A)	3 (D)	2 (SD)	1(NS)
c) My supervisor expresses the vision of the Kenya Police Service well.					
d) My supervisor reserves time for coaching.					
Transactional Leadership					
a) My supervisor always sets targets.					
b) My supervisor focuses on mistakes.					
c) My supervisor investigates when things go wrong.					
d) My supervisor lets others know about my problems.					

Explain any other way in which leadership styles affect your quality of service.....

Section H: Service Delivery of Police Officers

14) Kindly indicate your response on service delivery by ticking (√) the box that is most appropriate whereby 5 is for Strongly Agree (SA), 4 is for Agree (A), 3 is for Disagree (D), 2 is for Strongly Disagree (SD) and 1 is for Not Sure (NS).

Tangibles					
Statements	5 (SA)	4 (A)	3 (D)	2 (SD)	1(NS)
a) I am provided with adequate up to date equipment.					
b) I keep the physical facilities virtually neat and appealing.					
c) I make sure that I am neat and properly dressed.					
d) I maintain a neat physical environment of my area of work.					
e) Pamphlets and signage used in the police service are visually appealing.					
Reliability					
a) The Kenya Police Service has a vision statement.					
b) I show sincere interest while attending to reportees.					

Statements	5 (SA)	4 (A)	3 (D)	2 (SD)	1(NS)
c) I demonstrate willingness while helping reportees.					
d) I am not too busy to respond to customers' requests.					
e) I maintain error free records in my organization.					
Responsiveness					
a) I always inform reportees when a service is to be performed.					
b) I render prompt services to my customers.					
c) I am always willing to help my customers.					
d) I readily respond to customers' concerns.					
e) I am never too busy to respond to customers' problems.					
Assurance					
a) I behave in a manner that instills confidence.					
b) I ensure that members of public feel safe while I am dealing with them.					
c) I demonstrate politeness while attending to customers.					
d) I am knowledgeable in attending to customers' concerns.					
e) I am knowledgeable in performing duties that I am charged with.					
Empathy					
a) I accord all reportees individual attention.					
b) I give the members of public personalized attention.					
c) I have customers' interest at heart.					
d) I comprehend the specific needs of my reportees.					
e) I offer convenient operating hours for all my clients.					

In what other ways can the Kenya Police Service improve the performance of police officers?

.....

Appendix III: Police Officers in Nairobi City Police Sub Counties

Serial Number	Police Sub-County	Number of Police Officers
1.	Buruburu	826
2.	Central	1124
3.	Dagoretti	475
4.	Embakasi	451
5.	Gigiri	451
6.	Kasarani	547
7.	Kayole	536
8.	Kilimani	507
9.	Langata	537
10.	Makadara	517
11.	Starehe	974
	TOTAL	6,945

Appendix IV: Research Proposal Approval from Kenyatta University



KENYATTA UNIVERSITY GRADUATE SCHOOL

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

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 57530

Website: www.ku.ac.ke

Internal Memo

FROM: Dean, Graduate School
DATE: 20th November, 2020
TO: Mr. Maina Peter Mburu
C/o Business Admin. Department.
Kenyatta University
REF: D86/CTY/PT/38958/2017
SUBJECT: APPROVAL OF RESEARCH PROPOSAL

=====

This is to inform you that Graduate School Board, at its meeting of 18th November, 2020, approved your Ph.D Research Proposal Entitled, "Workforce Agility Practices and Service Delivery of Police Officers in Nairobi City County, Kenya".

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

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking forms per semester. The form has been developed to replace the progress report forms. The supervision Tracking Forms are available at the University's website under Graduate School webpage downloads.

By a copy of this letter, The Registrar (Academic) is hereby requested to grant you substantive registration for your Ph.D studies.

Thank you,



HARRIET SABOKI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Department of Business Administration
Registrar (Academic)


Supervisors:

1. Dr. David Kiiru
C/o Department of Business Administration
Kenyatta University
2. Dr. Felistus Makhamara
C/o Department of Business Administration
Kenyatta University

js/m

Appendix V: Approval from the Deputy Inspector General

~~CONFIDENTIAL~~



KENYA POLICE SERVICE

Telegraphic address: "VIGILANCE", Nairobi
Telephone: Nairobi 341411-6
Fax: 330495
When replying please quote

POLICE HEADQUARTERS
P.O. Box 30083-00100
NAIROBI

Ref. No. **PERS/GEN/VOL.VI (97)****4th December, 2020**.....
and date

**The Regional Police Commander
Nairobi Region
P.O. Box 30051 - 00100
NAIROBI**

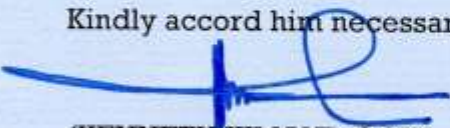
**APPROVAL TO CONDUCT RESEARCH IN THE KENYA POLICE SERVICE
- NAIROBI REGION
NO. 234514 C.I. PETER MBURU MAINA**

The Deputy Inspector General – Kenya Police Service has granted permission to the above named police officer to conduct a research within the Kenya Police Service in Nairobi Region.

The officer is stationed at the Police Headquarters and is currently pursuing a Doctor of Philosophy Degree in Human Resource Management at Kenyatta University.

He will collect data from police officers for his research on "Workforce Agility Practices and Service Delivery police officers in Nairobi City County, Kenya".

Kindly accord him necessary assistance that he may require.



**(KENNETH KIMANI) OGW
FOR: DEPUTY INSPECTOR GENERAL
KENYA POLICE SERVICE**

Copy to:
No. 234514 C.I. Peter Mburu Maina
Police Headquarters
Vigilance House
NAIROBI

Appendix VI: NACOSTI's Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 471605	Date of Issue: 02/December/2020
RESEARCH LICENSE	
	
This is to Certify that Miss.. PETER MBURU MAINA of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: WORKFORCE AGILITY PRACTICES AND PERFORMANCE OF POLICE OFFICERS IN NAIROBI CITY COUNTY, KENYA. for the period ending : 02/December/2021.	
License No: NACOSTI/P/20/7950	
471605 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code
	
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	