

**GOVERNANCE MECHANISMS AND SECURITY SERVICE
DELIVERY IN NATIONAL POLICE SERVICE, KENYA**

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**A THESIS SUBMITTED TO THE SCHOOL OF HUMANITIES AND
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DECLARATION

This Thesis is my original work, and it has never been presented to any examination body. No part of this research should be presented without my consent or that of Kenyatta University.

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DEDICATION

This thesis is dedicated to my wife, Nduku, and our children, Ngumbau and Mumo, for their love, understanding, and support during the many long hours when I had to juggle work, family, and study, to my siblings and friends for their encouraging words, and to my parents, Mukenyi and Kimolo, for their love, patience, and exemplary guidance, whose values enabled me to grow into the person I am today.

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LIST OF ABBREVIATIONS AND ACRONYMS

CERF	:	Coordination Emergency Response Framework
COK	:	Constitution of Kenya
CPCs	:	Community policing committees
CSO	:	Civil society Organizations
DF	:	Degrees of freedom
DAC	:	Development Advisory Committee
EACC	:	Ethics and Anti-Corruption Commission
FBI	:	Federal Bureau of Investigation
GOK	:	Government of Kenya
ICT	:	Information and Communication Technology
IAU	:	National police service internal affairs unit
INSI	:	International News Safety Institute
IPOA	:	Independent Police Oversight Authority
NACOSTI	:	National Commission for Science, Technology and Innovation
NCOs	:	Non-commissioned officers
NPS	:	National Police Service
NPSC	:	National Police Service Commission
SPSS	:	Statistical Program for Social Sciences
T(TI-K)	:	Transparency International Kenya
TSC	:	Teachers service commission
UNODC	:	United Nation Office on Drugs and Crime
VIF	:	Variance Inflation Factor

OPERATIONAL DEFINITION OF TERMS

- Administrative Decision:** A course of action, taken by the management arm in an organization in accordance with their mandate and their command structure in the provision of their services. In this study, it refers to security decisions taken in the National Police headquarters and by other senior officers to be implemented for efficient security service delivery.
- Checks and Balances:** The establishment of independent institutions and procedures, mainly within the government, to improve service delivery by over sighting, regulating, and limiting organizations' absolute control over decisions and overstepping their constitutional mandate. For this study, it meant independent agencies like IPOA, NPSC, IAU, and community policing.
- Coordination:** The harmonization of activities, commands, and responsibilities between institutions within different or the same administrative unit(s) for efficient service delivery. In this study, it's the coordination, delegation, command structure, communication, and information sharing on service activities across and within the National Police Service.
- Governance Mechanism** The internal and external systems to control, outline, and align the powers, responsibilities, and roles, influencing decisions' latitude, reducing conflicts of interest, "governing" the behavior, and limiting discretionary space in organizations. As used in this study, governance mechanisms refer to NPS service practices that adhere to the rule of law, sound decision-making, coordination, checks and balances, and policy formulation. In that regard, they are facets of effective service delivery and good governance.
- Police culture:** Culture is the collective sync in thinking that distinguishes members of a group from another group with respect to beliefs, values, norms, expectations, behavior, assumptions, and perception. Generally, police culture involves occupational values and beliefs shared by police officers, and it determines how they discharge their duties. In this study, it's the operational and ethical behavior of police officers in NPS that involves police integrity,

attitudes, values, virtues, philosophies, and perceptions that portray their distinct characteristics in relation to how they offer services.

- Policy formulation: The process of developing formal working formulae or guidelines in an organization in terms of transforming expressed problems, proposals, and demands into programs. For this study, it entailed the analysis and selection of the principles and rules of action, objectives, and considered alternatives that guide the delivery of security services in the National Police Service.
- Political Influence: The ability of the elected officials to condition, determine, shape, and control the actions of the public service, government agencies, commissions, and organizations to advance their political interests. In this study, it meant how politics influences security service delivery in the National police service.
- Security Service Delivery The course where security apparatus deliver the safety prospect for citizens and government in regards to effectiveness, efficiency and quality. In this study, it focuses on security services provided by NPS in regards to their professionalism, quality, responsiveness, accessibility levels and decline in crimes recorded.

ABSTRACT

Governance and security service delivery have been subjects of discourse in both academic and non-academic perspectives. Several legislations and policies by the Kenyan government have been established to improve the capability and performance of security services delivered by the National Police Service (NPS). The terrain of empirical studies, reports and statistics, however, depicts a persistent trend of citizens losing their lives and properties daily due to poor security services provided by the NPS. This study investigated the influence of governance mechanisms on the security services delivered by NPS in Kenya. The specific objectives of the study included; assessing the influence of administrative decisions, determining the influence of checks and balances, evaluating the influence of coordination; establishing the influence of policy formulation, establishing whether political influence has a moderating influence on the relationship; and determining whether police culture has a mediating influence on the relationship between governance mechanisms and security services delivered by the National Police Service in Kenya. The principal agency, regulatory capture, stewardship and new public management theories guided the study. The study adopted a pragmatic research philosophy that allowed combining both explanatory and descriptive survey research designs of a cross-sectional nature. The targeted study population is comprised of NPS officers (Kenya Police Service and Administrative Police Service), Director of Criminal Investigation (DCI) officers based at the headquarters in Nairobi City County, two sub-counties, and non-NPS entities that work closely with the NPS. The study had a population of 742 respondents, from which a sample size of 260 respondents was sampled using Yamane (1973) formulae. The study adopted stratified, purposive and random sampling techniques, utilizing primary and secondary data, which generated quantitative and qualitative data. Quantitative data analysis incorporated both descriptive and inferential statistics, which was facilitated by SPSS software version 21. The findings were presented in the form of charts, tables, graphs and pictorial evidence. Qualitative data analysis used content, narrative and framework analysis approaches and was presented thematically. The findings indicated that, administrative decisions, checks and balances, coordination and policy formulation significantly influenced the quality of services delivered by NPS. Political influence and police culture had complete moderation and mediation effects, respectively on the direct association between mechanisms of governance and the quality of security services delivered by NPS. In total, the study's four governance mechanisms, moderating and mediating variables contributed 81.23 percent of the variation in NPS security services. This study contributes largely to policy, theory and practice in the body of knowledge. The study recommends that governance mechanisms are key drivers in delivering security services in NPS. Therefore, there is a need to ameliorate the current governance mechanisms in NPS. Therefore, both non-police agencies and NPS services should be revamped to enhance the effectiveness and efficiency of their security services. Finally, this study recommends further study be done on replicating the same study in other security service providers, especially Kenya's defense forces and private security service provider.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

This study was an investigation into the influence of mechanisms of governance in relation to security delivered by the National Police Service, Kenya. This chapter discusses the background of the study, problem statement, objectives, hypotheses, justification, significance, and limitations of the study.

Globally, police services are mandated to enforce, enacted laws on security and social stability to combat crime and ensure general order (UNODC, 2011). However, crime and violence are in the upsurge, with individuals being murdered, tortured, and losing their properties daily, causing the economy and households to stagger. This is because where insecurity abounds, socio-political and economic development are hampered (KNCHR, 2014).

The undue influence of Governance Mechanisms on security service delivery has prompted contentious thoughts. These concerns have led to inquiries regarding the independence and effectiveness of the police in providing quality security services. Several empirical studies have revealed several benefits that could be realized if quality police security service is upheld and sustained (UNODC, 2011; KNCHR, 2014). Unfortunately, inadequate Governance Mechanisms tend to undermine the efficiency of

the police, hence making insecurity a major challenge globally. Protecting the police from tainted governance mechanisms is thus a gallant objective (Shaw & Eichbaum, 2017). Among the factors censured for poor delivery of security services by the police over the decades include ineffective internal and external systems. Hence, there is a worldwide acknowledgement for practical, well-governed, and transparent police services that would ensure safety for people and property (Kamau, 2017).

In general, police officers are required to provide specific security services in a timely, impartial, cost-effective, corrupt-free, and transparent manner. However, Governance Mechanisms, which include but are not limited to administrative decision systems, coordination, checks and balances, policy formulation, and oversight, are thought to have a significant influence on how any police unit delivers security services. It is thus instructive to note that there is a significant divergence between restrained and unrestrained governance mechanisms that influence policing services in either a negative or positive way. The general consensus is that police officers should pay more attention to governance mechanisms when providing security services than they did hitherto. Governance Mechanisms are therefore precarious for the effective delivery of security services (Jungherr et al. 2017), Morrell & Bradford (2018).

The failure of many police security service systems has been attributed to lousy Governance Mechanisms. The lapse of Governance Mechanisms, according to Dong et al. (2019), has had an inverse impact on policing in various countries. According

to Makin and Marenin (2017), countries such as the United States, France, the Netherlands, Belgium, and Germany have allowed political systems to dominate appointments and decisions to top police administrative positions, resulting in politics influencing policing styles. According to crime statistics in the United States, France, the Netherlands, Belgium, and Germany, the crime rate increased from 1.30 % to 7.14 % between 2013 and 2019, with the only decrease occurring in 2016, particularly in France. Policing in countries such as the United States, which has over 18,000 police agencies, is highly decentralized, with one state, California, having over 40,000 officers. However, the same U.S. is considered as a punitive country, recording the highest incidence of incarceration due to crime, at 87% in the world (Global Crime Report, 2020).

Dong et al. (2019) content that in recent years; one of the major hitches in policing has been weak oversight and coordination, which has resulted in security inefficiency in Indonesia. This inept policing are a departure from the traditional, institutionalized merit system that guides the security sector's coordination. Crime in Indonesia increased from 46.28 % to 76.02 % between 2015 and 2018; this trend is likely to continue, posing a serious threat to humanity's and holistic development (Helsinki, 2020).

Kaufmann (2014) contents that, policing in Italy has long been plagued by manipulated policies. Ndungu (2011) posited that the unhinged and unchecked powerful government officials and oversight agencies in Italy unilaterally make their decisions to attain their objectives in the police service. This has made Italy one of the most insecure countries in

Europe, with a 65.4% crime index in 2019 (Global Crime Report, 2020). In the same disposition, Venezuela has a crime index of 91.86 per cent, the highest of any country on the northern coast of South America (Global Threat Report, 2020). In history, some countries, including the U.S., the U.K., and Australia, chose to trust the police to ensure order and the rule of law, with additional oversight conducted by the government in association with the courts. This style of play with time has been overloaded with several quests and has become susceptible to corruption and misconduct (Woldekidan, 2016).

In Africa, UNODC (2013) posits that the crime rate is high and is expected to aggregate more. Omeje and Githigaro (2012) argued that the concept of national security is both fuzzy and knotty with respect to the historical diversity of nations as political units, with a percentage of them impending from the Westphalia benchmark view. Numbeo (2015) categorically identified six African countries that had the premier rates of crime in the world. These encompassed South Africa, South Sudan, Libya, Nigeria, Ghana, and Egypt, all of them footage a crime index of above 60%. Looking at the African situation through the Westphalia lens, high crime levels were predictable (United Nations, 2015).

Larry (2018) alludes that there is a conspicuously negative impact of police culture and structure on the performance of the police, which determines access to quality security services in both rural and urban areas. Many African nations have embraced a policing culture and structure that has led to the public having abridged confidence in the quality of security (Sharma, 2016). For instance Zimbabwe, which is among the countries with

the most derisory police service, with a crime index of 84.91% (Galluck, 2019). South Africa (S.A.) due to policy flaws has the highest insecurity rate at 87.3 per cent (Breakfast, Bradshaw & Nomarwayi, 2019; Global Crime Report, 2020). According to Breakfast et al (2019) Police service in S.A. had experienced Governance Mechanisms hurdles in areas of policing objectives in policy formulation process. Apartheid stained the image of the police and their duties as officers were subjugated in enforcing discrimination and oppression laws. Further, Gronning and Karim (2019) posited that after the launch of the democratic dispensation blueprint in S.A, F.W. de Klerk who was then the president encouraged Police leadership to detach themselves from political arena. The argument which opinions inadequacy in accepted Police structure and culture to be among the factors leading to low security service delivery (Larry, 2018).

Woldekidan (2016) argues that to change the negative components of the police structure and culture of many African countries, which includes; deficiency of integrity, lack of moral courage, corruption, flaws in decision-making, and many others, requires suitable governance mechanisms in the form of checks and balances, policy formulation, and organizational and individual culture change. These changes within both organizations and individuals frequently fail as a result of concession in administrative decisions and political influence. This places little emphasis on the development of organizational structure and culture (Larry, 2018). The importance of structure and culture in an organization and how the diverse elements are involved in policing was explained by Iqbal, Guohao and Akhtar (2017). However, according to Willis and Mastrofski (2017) trying to comprehend police culture and structure can be understood only from the

encounters and experiences of police officers or by nearsighted it through structural and cultural lenses.

White (2016) argued that policies for security services in Africa generally are disenfranchised with potential system dares that are more often hard to quantify. For instance, a security officer may have intended well in his or her wordings but could be altered by other actors to denote something different. This detaches a virtuous-willed security policy framework from security policy implementation and eventually derails the spirit and purpose of security policy towards coordination in the police. White (2016) posits that a country's security policies are governed by several multi-related strands that intend to provide a stratosphere of tranquility and safety. These policies usually resonate with a specific ideological basis from which they are developed; consensus is built and eventually applied. Policy implementation tends to be guided by ideological orientation. Woldekidan (2016) further indicates that security service providers in developing countries face several defies, with their origin in different directions and multiple inhibitors existing to throttle coordination framework and policy realization.

In 2018, an analysis of armed crimes in Eastern African Community countries revealed that each country had put in place crime-fighting strategies. Despite this, instability and crime pose serious threats to regional cohesion and growth (Harkin, Whelan, & Chang, 2018). Eastern Africa's insecurity and conflict patterns persist, making the region the world's most dangerous, with ongoing armed violent crime, conflicts, community

violence, extremism, and political instability (USAID, 2012). According to Jones (2015), political violence in Burundi resulted in the murders of over 800 Burundians and the displacement of over 400,000 residents in less than a year.

Otiso and Kaguta (2016) assert that due to political influence, inadequate policies, monitoring, and intervention, working conditions and remuneration in Uganda's police force have deteriorated. As a result, according to the Uganda 2020 Crime and Safety Report, levels of corruption in the police were at 87.74 % in 2019, crime was at 60.54 % from 2016 to 2019, and crime grew to 62.36 % in the three years. Between 2018 and 2019, there were a total of 215,224 cases reported in 2018, compared to 238,746 cases reported in 2019 (Uganda Crime and Safety Report, 2020). According to Collins, Marenin, and Chu (2016) the Ugandan police force is under the jurisdiction of the oversight wing, which makes constant but sequential policy changes as a result the country's crime rate has been rising at an alarming rate.

The country's crime rate has been mounting at a rate of 17 % to 31 % per year. The conviction rate of the cases prosecuted in 2018 and 2019 was low, at only 28% (Kato, 2020). The DRC, Kenya, and Uganda were placed 126, 125, and 124, respectively, out of 127 countries assessed by the World Internal Security and Police Index, which assesses police moral weakness (Mbamalu, 2016).

Banerjee (2014) contends that the aggregate of attention paid to police in developing countries has increased over time. Nonetheless, the impact of governing processes on policing varies per country. As a result, adequacy levels in one location may be adequate but not in another (Banerjee, 2014). According to Wagner, Hout and Namara (2019), there has been insufficient study in Africa and low-income nations. Based on the limited studies completed in Sub-Saharan Africa, it is necessary to explore the influence of Governance Mechanisms on security services provided by NPS.

Uganda was ranked as potent for crime and high on terrorist susceptibility and Somalia as critical for high crime and terrorism, according to the Overseas Security Advisory Council Crime and Security Report (OSAC, 2015). Tanzania was also a hotbed of criminality and terrorism. Tanzania accepted political foci in police reforms, according to Mbamalu (2016), which were intended to oversee a shift in engagements arising from formal governance procedures centered on resource allocation and goal achievement toward strengthening security service. According to a report on Tanzania's crime rate and data from 2010 to 2019, crime scaled by 11.43 percent from 2010 to 2019, with just a 6.67 % decrease from 2014 (Tanzania Crime Rate & Statistics, 2019).

Kenya continues to have a high level of insecurity, with over a thousand people killed each year (OSAC, 2015, Wafula, 2019). Kenya has experienced a reasonable share of incremental crime in comparison to the bulk of developing countries, and insecurity has remained a grim concern scar (Musoi, Muthama, Kibor & Kitiku, 2014). Terrorism,

robbery, property, consumer fraud, abduction, sexual assault, cattle theft, car hijacking, and burglary have all been gradually emergent with the exception of 2002 and 2003, when there was a little diminution. The insufficiency of governance processes has been blamed for lawlessness and instability, which has economic and human implications (Luckham, 2017; Kamau, 2017).

According to the Kenya National Commission (2014), the country has experienced a catastrophic increase in insecurity incidents during the last two decades. As a result, the general Public has continued to live in fear of their security and safety. Nonetheless, extensive security governance reforms were detailed following the promulgation of the 2010 Constitution, including a proposed merger of the two police forces (Kenya police and Administration police) to form the National Police Service (COK, 2010). Kenyans had legitimate expectations that the Constitution would provide their security and safety. However, Human Rights Commission reports from 2014, 2017, 2018, and 2019 revealed an increase in insecurity incidents in many sections of the nation, leading to the opinion that Kenya was and continues to be an extremely insecure country.

Kenya has been conspicuous on the global crime map since the 1990s, when crime data revealed a frighteningly high prevalence of crime that fluctuated in an unprecedented manner (Crime report, 2019). Even though Kenya was elected to the United Nations Security Council seat (UNSC) on June 18, 2020, this reality has endured. The UNSC is one of the most powerful organs of the United Nations, with the fundamental mandate of

ensuring peace and security. What this should imply, however, is not represented in reality. Kenya was rated among the countries with the highest number of grievances about insecurity in the World Bank Report (2019). In 2018, the proportion of insecurity concerns increased from 45 percent to 53 percent and from 53 percent to 61 percent in 2019.

The challenges that the Kenyan government has at the National Police Service, according to Musoi et al. (2014), include building governance systems that enable and sustain effective and responsible security service delivery to residents. Although efforts to establish effective governance systems and service delivery at the National Police Service have existed since independence, they may have halted at some point or been ineffective, delivering mixed results throughout time, posing a major security concern. As a result, more needs to be done to ensure people' safety and security, and problem-oriented security services necessitate taking a proactive approach to upgrading governance processes.

Goldstein (1990) posits that, there is a need to improve problem identification, alternative solutions, and accountability by strengthening governance structures. Despite the fact that Goldstein (1990) was investigating line-level officers, there was a clear applicability to the organization's administrator level. The most recent twentieth-century policing model (Greene, 2000) highlighted the necessity of both internal and external effective systems with the advancement of delivering security services philosophy.

However, in the field of policing, there is a paucity of study on governance systems. Prior security studies focused on the importance of cooperative governance and governance incentives. Despite these views, governance systems in relation to security service delivery have received little attention. To fill this knowledge vacuum, this study examined the mechanisms of governance's influence on the security services provided by the NPS.

1.1.1 Security Services Delivery

Ali, Shrestha, Chatfield and Murray (2020) assert that security service provision is perilous in many nations, in addition to vital services such as railway services, water, electricity supply, housing, sanitation, and public education, which were previously major primacies. Modern altering demographics, according to Spicer (2010), Biygautane, Hodge and Gerber (2018), necessitate altered security service delivery. Accessibility to vivacious services, which enhances individual and aggregate production, is dependent on effective security service delivery (Palmer, 2019).

Gidey (2017) posits that security guarantees community safety and peace, freedom, property and fundamental rights protection, and full participation in government in their countries. It also ensures that they have access to basic resources and necessities of existence (Abbas, 2019). According to Virmani (2018), Article 3 of the Universal Declaration of Human Rights emphasizes that public security service is one of the core international human rights. Although the majority of institutions, business entities, and

the government provide security services, the police force plays a key security role. According to Allan and Heese (2015), the police manage a variety of operations and activities in order to ensure public safety and uphold the rule of law.

Musikic and Mirkovic (2017) assert that security involves "securing mankind and their property," which is a necessary foundation for continuing affluence. The implications are protection from aggression, physical threats, systemic human rights violations, severe social, environmental, and economic concerns, as well as worries of sovereignty and territoriality. As a result, security should be prioritized since it ensures a country's survival as a corporate entity capable of forging an efficient and viable option for political, social, and economic development within the limited resources available (Milner & Baldwin, 2019).

Koh, Ruighaver, Maynard & Ahmad (2014) alluded that security is not a unpretentious issue to identify. Instead, it necessitates processing as well as fragmentary in-depth refinement, review, and monitoring to keep up with ever-changing corporate plans and milieus. Without suitable processes in place therefore, security safeguards risk becoming redundant and outmoded. Knowing security governance mechanisms and how security decision-making processes work can assist organizations in efficiently coping with and adapting to a constantly changing environment (Koh et al, 2014).

Despite the significance of security services, Cai et al (2018) cited by Milner and Baldwin (2019) contend that security is both stumpy and aggravating, particularly in Africa. Furthermore, these scholars asserted that Africa's unique history of pro-imperialist coercion and anti-local attitudes had a substantial impact on the institution's character and the majority of its functions, and that the NPS was no exception. As a upshot therefore, momentous changes in the provision, management, and control of security in Africa are prerequisite. By providing an inseparable association idea, governance systems enable the roots of old impulses and attitudes necessary for transformation (Milner & Baldwin, 2019). Most of the time the inadequacy of governance structures leads to inadequate security service delivery. The executive powers of the government should not undermine the police service's responsibilities, but rather give leadership in the creation and implementation of solid policies to improve service delivery (Ibid). Therefore, Munzhedzi (2017) asserts that there appears to be no clear functional departure in matters of governance in practice, which has an effect on police working design.

1.1.2. Mechanisms of Governance

Kumar and Sahu (2016) define Governance mechanisms as processes and structures designed to ensure responsiveness, accountability, the rule of law, transparency, stability, inclusivity, equity, broad-based participation and empowerment. Governance mechanisms also represent the values, norms, and rules by which public affairs are managed in a way that is inclusive, responsive, and transparent. Governance mechanisms,

therefore, may be unobserved or not be outright visible (Ibid). In a broad sense, governance mechanisms entail the institutional environment and culture where there is participation and interaction of stakeholders and citizens in public affairs. More than that, they can be the organs of citizens' government (Van den Berg, 2012).

Internal and external control systems that align and specify the authorities, duties, and responsibilities that affect decision-making, limit discretionary space, and govern behavior in organizations are examples of governance mechanisms (Grande, 2012). It defines an organization's roles, responsibilities within their mandate. It places the burden of responsibility and decision-making on each player. Anchoring policies and continuously following up on proper implementation by the executive of an organization, according to McGrath et al. (2016), are acts of governance systems.

Procedures, practices, regulations, sets of policies, and institutions that determine how a corporation is directed, controlled, and administered are also included (McGrath, Taenzer, Karon & Blike, 2016). Urban (2019) argues that if governance structures are insufficient, the principal-agent dilemma and capturing notion may arise, allowing management ("agents") to engage in opportunistic behavior that is harmful to stakeholders, firm owners, and the economy as a whole.

Subramaniam, Kansal and Babu (2017) contend that Governance mechanisms have been used extensively in running a government to explain mandates and other associated

entities for smooth operation. Furthermore, Finke (2019) explains that the interpretations focus on a government's efficiency and efficacy. Waikenda (2019) defines governance as the use of power or authority to manage a country's economic, political and administrative issues. Furthermore, while holding government institutions accountable through decision-making mechanisms, formal and informal processes and power connections that allow resource allocation and policy formulation were considered as governance tools (Global Monitoring Report, 2019).

Shivji (2018) stated that apt Governance mechanisms possess eight elements, which include: participation, transparency, accountability, the rule of law, responsiveness, effectiveness, and efficiency, and consensus without undermining inclusiveness. He further added that Governance mechanisms should be coated with good practices where the provision of information should be through properly coordinated channels that are in media forms that are simple and understandable. Information about the institution should be freely and readily accessible to those directly affected by the laid down governance mechanisms. Shivji (2018) posits that in responsiveness, mechanisms of governance require the organization's processes and design to be structured in the greatest interest of stakeholders within practicable checks and balances.

Mechanisms of governance are the processes and structures of public policy making and management that bring people together constructively across the boundaries of public agencies, levels of government, and or the public, private, and civic spheres to

accomplish a public goal that would otherwise be impossible to achieve (Emerson et al., 2011). In order to inspire desirable conduct in the management and handling of security, Governance mechanisms outline the decision responsibility framework and rights from a policy perspective. Overall, governance processes are an interactive process involving many actors, each with their own set of perspectives, interests, and points of convergence in a discourse where policies are developed (Bevir, 2009). As a result Governance mechanisms in this stratum are concerned with management and the responsibility and accountability for crucial choices. Systems that assist managers in being accountable for allocating responsibilities are required to support effective governance procedures.

Rotberg (2014) explains how appropriate governance processes are defined by inclusive, open, and informed policymaking. The central premise is that involving a larger number of people is critical in order to overcome significant institutionalized interests, such as those represented by the governmental establishment, insider interests and lobbying groups. Poor governance also includes arbitrary policymaking, unjust or unenforced legal systems, executive power abuse, unaccountable bureaucracies, a civil society disconnected from public life and widespread corruption (Moore, 2001).

Separation of powers is achieved in South Africa through governance procedures that attempt to ensure the independence of the legislature, executive, and judiciary. Woodrow Wilson's contribution is built upon this foundation (Mtendeweka, 2018). The concern regarding where the duties and powers of administrative structure and governance should

be positioned is essential to current government debates on the governance-administration interface (De Maria, 2011). The foundation for legislation on local government, according to Dzansi and Dzansi (2010), creates a unique separation of tasks and powers for governing mechanisms and administrators.

An appropriate Governance mechanism, according to Wang, Jin, Yang and Zhou (2020), is critical because it fosters trust and reputation, as well as provides the stability and norms required for an organization's efficiency and effectiveness. They enable productive and smooth interaction between the general public and the organization, leading to a more transparent and open society, the prevention of corruption and the enforcement of order and justice in accordance with the rule of law to promote ethics and thus improve services. It should be based on advice, flexibility, persuasion and open communication among block-holders, rather than on rigid, traditional "command and control" approaches.

The principles of democracy, in line with the United Nations (2011), urge states to establish a thinking mechanism that gives police power to develop strategies and frameworks that lead to the intended direction, performance benchmarks and standards. This is not the same as interfering with unbiased policing. During routine operations, the police should maintain a professional level of discretion (Kop & Wey, 2013). As a result, security service operations must be independent while adhering to suitable governance mechanisms.

However, as Wey (2012) points out, Governance mechanisms are a nebulous concept that has multiple meanings for different organizations or actors within the same organization. Governance systems therefore are not a new concept, but are as old as human civilization itself. The concept, which refers to how interdependent and extremely complex issues are addressed, is quite global and has been established in practically every government and institution. It's difficult to identify an overarching definition of governance mechanisms due to the concept's ambiguity and the various positions to which it can be applied (Grande, 2012). According to Levi-Faur (2012), Governance mechanisms have multiple meanings depending on the context and who is utilizing the term.

Osunyikanmi and Foluke (2012) noted that there are a variety of Governance mechanisms in place around the world for exercising control over the police. These processes range from one context to the next, depending on the country's governance and organizational structure. For instance the systems are classified into three levels in the United States and Nigeria: internal or departmental control, state or governmental control, and social control or control by civil society. According to the study, these governance structures were not only necessary but also complementary. To be effective, these systems must work in concert with one another (Osunyikanmi & Foluke, 2012).

Therefore, despite the fact that Governance mechanisms differ from one country to another, its effectiveness and efficiency on security services have become an essential constituent in the discourse for the ground rules of the security entities (Osunyikanmi &

Foluke, 2012). Consequently, to establish an effective and accountable policing system, police need multiple Governance mechanisms of controls, internal and external and social control. Hence, this study investigated different governance mechanisms in relation to their influence on security service delivery by the National Police Service of Kenya.

1.1.2 Administrative Decisions

Administrative decisions refer to the observation of the problem and its definition, identification, analysis, setting standards to collect information, introducing several solutions, choice of resolution, and employing the solution of choice (Al-Hassoun, 2017). In their observation, Byrne and Twinomurizi (2012) defined administrative decisions as the incessant process through which government officials devise appropriate courses of action. Decision-making is an art form erudite and proficient continually to obtain individual and organizational feat (Schlyer, 2014). Shahsavarani and Azad Mars Abadi (2015) contents that decision-making is a problem-solving exertion whose results are satiating elucidations that involve cultural, psychological, rational, and social factors. The process of decision-making entails eight steps: the creation of shared space, perception, judgment, motivation, action, reflection, and action-reflection. Furthermore, an excellent administrative decision-making model encompasses a myriad of attributes such as resources, real-time application and risk involved in the implementation (Verma, 2014).

The process of administrative decision-making is ingrained in control, planning, direction, organization and coordination (Kentab, 2018). It is broken down into four processes: Meta-organizational group, organizational, and individual decision-making

processes (Verma, 2014). Effective decisions are the result of the processes involved and should be handled by those close to the action, not those who are close to the outcome (Schuyler, 2014). Administrative decision-makers in their line of duty encounter challenges that are difficult to overcome. These include intense competition, communication and informational communication, globalization and the complexity and volume of organizations (Kentab, 2018). Ahmed and Omotunde (2012) posit that administrative decisions involve a range of techniques. These systems include attractive decision trees, experience, simulation, consultation, linear programming and cost-benefit analysis.

1.1.3 Coordination

Vanagas and Stankevi (2014) refer coordination as a process of integrating the goals of an organization. The objective is to correct the executor's action and establish communication channels between workers, thereby achieving organizational adeptness and effectiveness. According to Marume and Jaricha (2016), the purpose of coordination is to curtail employees from valuing most of their work, checking the narrow perspective of specialists, ensuring capacity for the growing number of units and avoiding role duplication. Bahadori et al. (2015) posit that coordination is indispensable due to its nature of diffusing risks, uncertainty reduction and conflict mitigation. It improves public accountability, quality of services, access to new skills and brings about economic efficiency and organizational learning.

Marume and Jaricha (2016) contents that, coordination theatres a crucial role in incorporating teamwork, cooperation, removal of friction, conflicts, overlapping and inconsistencies in the organizational hierarchy. Coordination is integral for an organization to meet a meaningful outcome due to the adverse effects of internal and external complexities (Osifo, 2013). Ineffectiveness or lack of coordination exposes an organization to a competitive environment and increases operational costs. Lack of proper coordination also leads to poor undertaking of an organization's cross-cutting areas such as institutional capacity, infrastructure, environment and gender (Moein, 2016). The success or failure of coordination methods on service delivery among government agencies is primarily determined by the context in which they are used for instance hierarchical methods may perform well in one context but fail in another (Peters, 2018).

1.1.4 Checks and Balances

Checks and balances refer to those limits constraining different parts of the government from having undue power (Kowalski, 2017). Checks and balances serve several functions, especially preventing one government entity or department from consolidating extreme power, affords better policies through deliberation and precludes one government branch from going out of its constitutional mandate (Deeks, 2016). The primary source of solution to averting legal and constitutional crisis and resolving arising conflicts is done through the mechanism of checks and balances provided by the different government twigs (Trefyak, 2018). Elements of checks and balances include acknowledgement of confidence, countersigning, impeachment, the appointment of key

officials, the right of veto and the right of legislative initiative. All these serve to promote democratic governance (Zabavska, 2018).

Checks and balances are perilous in limiting abuse of power within government institutions (Holcombe, 2018). This system provides the remedy to democratic deficits, facilitates participation and accountability and is also a pivotal tool for diffusing political authority (Huber, 2016). Failure to constantly conduct checks and balances could lead to democratic relapsing, a risk of over-reach and an erosion of civil rights (Brousseau & Sgard, 2016). Well performing democracies are determined by impregnable checks and balances aimed at shielding citizens from the government's abuse of power (Forteza & Pereyra, 2017). In a diffuse system, checks and balances play a critical role in determining the locus of accountability and allocating power between central government organs (Craig, 2017).

1.1.5 Policy Formulation

Policy formulation refers to the process of addressing a problem through the crafting and narrowing of a set of alternatives (Sidney, 2017). The policy formulation process is initiated based on persistently severe public pain, thereby warranting government attention (Howlett & Mukherjee, 2017). This stage of policy making is concerned with the plan of dealing with a given situation, goals and priorities, options of achieving those goals, cost and benefits associated with each destination, positive and negative externalities of each alternative (Sidney, 2017). Central to this stage of policy making, is

the activities and tasks of ensuring the matching of policy goals and means (Holett & Mukherjee, 2017).

Consultation among supporting and opposing stakeholders, inter-departmental jostling, competing and shared values and battling for evidence for evidence's purposely to leverage positions and shape perceptions emerge as critical components that drive and shape policy formulation (Bertscher, London & Orgill, 2018). The availability of coordination mechanisms, resources, political commitment, constitutional provision for stakeholder involvement, stakeholder passion and dedication and strong leadership serve as the main facilitators for policy formulation and implementation (Mohamed et al., 2018). According to Roman (2017), the willingness to participate in policy formulation is determined by stakeholder expectations, the ability to command substantive levels of discretion and self-expectations. Mohamed et al. (2018) concluded that the stumbling blocks to the initiation of smooth policy formulation are identified as poor enforcement, industry interference resources and a lack of clear roles.

1.1.6. The National Police Service

The Kenya Police Force was instituted between 1887 and 1902 during the reign of Imperial British East Africa and became the National Police Service in the post-colonial period (I.B.E.A.). Sir William McKinnon, a well-known businessman holding granaries along Kenya's coast, saw the necessity for some form of security, which would later metamorphosize to national security. The concept of establishing an absolute police

agency in Mombasa arose from this basis, the need to establish a security protocol. Its responsibilities were insignificant in the early years.

The construction of the Kenya-Uganda railway triggered a coastal police conflict within the force. However, in 1902, Mombasa, Nairobi and Kisii built extended police service units to protect railway property and workers. Despite their lack of training, the personnel involved were able to keep law, order, and peace. Indian criminal justice legislation was forming at the time. The Kenya police force was reformed along military lines about 1907, and the Kenya police force was legally established and recognized as Police Ordinance (Kenya Police Service, 2017).

During the colonial period, this police system was first established. The police force has gone through several reforms since then, as a result of significant subsequent events. The colonialists handed over the police force authority to independent Kenya when our country gained independence in 1963 (World Bank, 2009). The police force was divided into two operational branches during the colonial regime: Administration Police and Regular Police. By that time, the police had made it clear that they will serve the government's interests to the exclusion of all others. Citizens distrusted the police force even after the country gained independence in 1963. It had a master-servant relationship with the public.

Internal state security, according to Magara (2018), had a two-tiered system that operated independently before the 2010 Constitution was enacted. The Kenya Police Force was in charge of day-to-day security concerns as well as the discovery, investigation and prosecution of criminal offender(s), whereas the Administration Police Force was affiliated to the provincial administration and secured government institutions and installations. The two units were merged into one unit, the National Police Service, after the 2010 Constitution was adopted (Ibid). The NPS was supposed to increase its security service delivery as a result of these structural changes, but this has yet to happen.

The Kenyan Constitution, chapter 14 section 239(1)(c) part 4, established a governance system's conceptual framework for the national police and security services that is free of inappropriate governance (COK,2010). The National Police Service Act 2011, the Independent Policing Oversight Authority Act 2011, the NPS Commission Act 2011, and the National Intelligence Service Act 2011 are only a few examples of intricate systems whose provisions are expanded by legislation.

There are no gaps in the normative frameworks or legislation governing security and safety in Kenya (Magara, 2018). Despite the existence of an enabling constitutional and legislative environment with such a seemingly strong constitutional and legislative framework aimed at promoting safety and security, therefore, it remains a mystery why insecurity continues to rise exponentially in practically every section of the country. The answer to this question is crucial in revealing the NPS's compromises, challenges,

misdemeanors and ethical oversights in providing professional security services. It could also highlight the gap between law provisions and implementation, emphasizing the importance of this study.

According to Omeje and Githigaro (2012), the NPS has been under immense pressure to mend the quality of security services over the years, and they have been criticized by both the international community and the general public for how they have done so. NPS's integrity, performance, and organization have been assessed in many reports. In general, all of the assessments state that security service delivery standards fall far short of what is required. A spot check on police performance was done to present evidence-based issues and shortcomings that the NPS is facing. NPS demonstrates the state's failure in its strategic plan 2018-2022, demonstrating that citizens' security, both for property and life, cannot be guaranteed. Coordination, corruption, a lack of professionalism, insufficient training capacities, funding and a lack of proper resources, unreliable police transportation, poor service conditions, gang violence against officers, and a lag in police response times to a distress call were all failure causes (NPS, 2019).

The NPS has undergone numerous reforms aimed at increasing their professionalism and empowerment, as well as boosting logistical capacity, operational readiness, and institutional policy and legal frameworks that control the police (Police Reforms Implementation Commission Report, 2010). Commissions and task forces, a journey that began in earnest in 2002; Task Force on Police Reforms (2002–2005); Governance,

Justice, Law and Order Reforms programs (2006–2009); Technical Steering Committee on Police Reforms of March 2009; the Police Reforms Implementation Committee (P.R.I.C.) (2010–2012); and the establishment of the National Police Service and Police Reforms Steering Committee (P.R.S.C.) 2

The Ransley Commission provided broad reform proposals for the police force, including the restructuring of the police services to create a unified National Police Service led by an Inspector-General that combines the Kenya National Police and the Administration Police. The National task force on police reforms also suggested creating the National Police Service Commission to oversee police officer hiring and discipline, as well as the Independent Policing Oversight Authority to investigate serious public allegations of police wrongdoing impartially and independently (National Task Force on Police Reform, 2009).

The new systems advocated by the Ransley Commission were enshrined in the Kenyan constitution, which was promulgated in 2010; enabling laws passed subsequently to put the constitution into effect assisted the formation of the three entities recommended by the Ransley Commission: Revised Police Reforms Program Document (2015–2018) National Police Service Commission Act 2011, National Police Service Act 2011, and Independent Policing Oversight Authority Act 2011. Despite significant development efforts over the years, according to Githinji (2017), police have been faulted of excessive use of force, impunity, contempt for human rights, brutality and corruption. As security

risks evolved and evolved, greater pressure was placed on the NPS to meet and exceed public expectations (Revised Police Reforms Program Document, 2015-2018). The NPS changes, according to Muthondeki et al (2017), are either completely halted or moving at a snail's pace. Civilians, security personnel, and public facilities were targeted in terrorist attacks in Mandera, Lamu, Wajir, Garissa, Nairobi and Mombasa; security installations and personnel were infiltrated in Turkana, Baragoi, Baringo, Nairobi, Lamu, and Mombasa; governance, resource-based conflicts, and inter-ethnic tensions in Turkana, Pokot, Baringo, Wajir, Samburu, Mandera, Lamu, and Tana river (Kenya National Commission on Human Rights, 2014, 2017). This pattern implies that security service providers have failed to curb crime in their efforts. Due to the effects of poor governance, the crime rate fell between 2002 and 2004, then soared again in 2007 and has continued on an upward trajectory ever since.

Despite numerous security measures, the NPS's actual security service has been deteriorating, which is a strong indication of the NPS's lack of governance systems, necessitating a critical assessment of the same. As a result, the study looked into the influence of governance systems on NPS Kenya's security services.

1.2. Statement of the Problem

Despite efforts to improve security, ineffective national police services continue to be a major challenge, causing prevalent fear and conjecture among Kenyan civilians and the government. Several legislation, structures and incentives have been enacted to ensure that efficient Governance mechanisms for enhanced security services are in place.

However, the country is still grappling with an uptick in insecurity occurrences. Notwithstanding a slew of government corrective efforts such as reshuffling, realigning, restructuring, rearranging, reconciling compensation advantages, training, more interventions and inducements to promote efficiency in the National Police Service (NPS), crime has increased (Dzansi & Dzansi, 2010; Kamau, 2017). The provision of security services, which is a core responsibility of the National Police Service (NPS), seems to be stuck, slow and ineffective. According to annual research conducted by the Ethics and Anti-Corruption Commission (E.A.C.C.) and the World Internal Security and Police Index (W.I.S.P.I.- 2016-2019), the security services provided by the NPS are poorer than expected or static, and have remained the most thought-provoking public institutions over the years (W.I.S.P.I., 2017, 2019; Ndung'u, 2011; Amnesty International, 2013).

This truncated of productivity is caused by a variety of external and internal factors (O.S.A.C., 2015). However, governance mechanisms are believed to be one of the most essential variables influencing NPS's security services. Administrative decision-making, a lack of coordination, a lack of checks and balances, political interference and corruption, as well as a lack of openness and accountability, have all been underscored. As a result, the National Police Service's critical efforts toward efficient governance mechanisms are either halted or progressing at a glacial pace, resulting in poor security service delivery (Musoi et al., 2014).

Mounting cases of kidnapping, armed robbery and armed militancy, among others, are at odds with the ideal expected state of a country that has invested vast resources in its security sector, with the police being unable to combat the situation (IAU annual report, 2017, 2018, and 2019). The country is still grappling with instability, which necessitates a flexible strategy. According to the Police Annual Crime Index Report 2019, the trend in property and life losses increased by 39%, posing serious security vulnerability and human rights breach (NPS annual crime report, 2019). Kenya's crime rate was 69.47 percent in June 2020. Between 2017 and 2019, 186,300 people were forced to bolt their homes. Terrorist strikes in Wajir, Mandera, Garissa, Lamu and Nairobi destroyed and grounded civilian property worth billions of shillings. During the same time period, 4,965 livestock were stolen or killed (K.N.C.H.R., 2019).

Annual and monthly crime comparisons are on the augmentation, according to the crime analysis. In 2018-2019, there was a 22.9 % increase in reported cases, compared to 18.2 % in 2016-2017. The number of cases recorded increased by 13% between 2015 and 2016. According to projections, the number of cases will continue to ascent after 2020 (NPS, Annual Report, 2019:1). From January through May 2020, there were 264, 180, 356, 804 and 821 reported crimes committed by minors, correspondingly (Police report, 2020). This has had devastating effects on households, not only financially through the loss of economically productive household members and properties, but also emotionally through the trauma and grief of those who have been affected, as well as the disruption of the lives of their dependents.

This situation has a detrimental influence on the government's social, economic and development blueprints. When insecurity persisted in parts of North-Eastern Kenya, Turkana, and Mombasa, the Ministry of Education and Health, in particular, was obliged to extract many teachers and health personnel from these regions, resulting in a void in both sectors. The frightening increase in extrajudicial killings and arbitrary arrests, human trafficking, violent robberies, coercive population transfers, massive property devastation and police officer casualties is alarming (GoK 2014, 2019; KNCHR, 2014; O.S.A.C., 2015; IAU annual report, 2017, 2018 and 2019).

Despite the crucial role that governance mechanisms play in the provision of security services by the police globally, and the NPS's inadequate security service in Kenya, there is an indefinable and noteworthy paucity of actual evidence on the subject locally. This study fills the gap by investigating the influence of Governance mechanisms on the NPS's security services in Kenya.

1.3. Objectives of the study

- i. To assess the influence of administrative decisions on security services delivery by the National Police Service in Kenya.
- ii. To determine the influence of checks and balances on security services delivery by the National Police Service in Kenya.
- iii. To evaluate the influence of coordination on security services delivery by the National Police Service in Kenya.

- iv. To establish the influence of policy formulation on security services delivery by the National Police Service in Kenya.
- v. To establish whether political influence has a moderating influence on the relationship between governance mechanisms and security services delivery by the National Police Service in Kenya.
- vi. To determine whether police culture has a mediating influence on the relationship between governance mechanisms and security services delivery by the National Police Service in Kenya.

1.4. Research Hypotheses

H₀₁ There is no significant influence of administrative decisions on security services delivery by the National Police Service in Kenya.

H₀₂ There is no significant effect of checks and balances on security services delivery by the National Police Service in Kenya.

H₀₃ There is no significant relationship between coordination and security services delivery by the National Police Service in Kenya.

H₀₄ Policy formulation has no significant effect on security services delivery by the National Police Service in Kenya.

H₀₅ Political influence has no moderating effect on the relationship between governance mechanisms and security service delivery by the National Police service in Kenya.

H₀₆ Police culture has no mediating effect on the relationship between governance mechanisms and security services delivery by the National Police service in Kenya.

1.5. Justification and Significance of the study

Kenya's government and citizenry continue to face security defies, particularly with the National Police Service (NPS), which is beset by insecurity. As a result, NPS's need for effective governance systems to provide excellent security services has increased.

The conclusions of this study have ramifications in terms of practice, academia, and policy. The study's findings and insights can be used by policymakers to develop policies that are appropriate for NPS, other security service providers and even non-police agencies. As a result, policies will be devised to help the country's security services better through the creation of proper governance systems.

The findings contribute to the corpus of knowledge on service delivery in relation to governance, filling gaps in the security service delivery and governance literature. Scholars and researchers will also find governance linkages and gaps that influence national governments' security service provision. The goal of this work was to develop new data, models and interpretations to enhance knowledge frontiers. The findings can be used by scholars and researchers to lay a foundation for future research. The research methodologies and tactics utilized in this paper will aid future researchers who want to pursue research in this field.

The findings of the study could be used to toughen NPS governance procedures and the country's security. The study also demonstrates how NPS's ability to deliver security

services is influenced by governance processes (administration choices, checks and balances, coordination across different police formations and policy formulations). The NPS and other public service providers will be well-equipped and empirically informed to manage governance mechanisms as they fulfill their constitutional commitments as a result of these results.

The study will help security stakeholders and citizens in general. Its findings provide security agitators a new way of thinking about how to design and implement reform programs for security stakeholders. The NPS stands for human dignity and respect, as well as the protection and maintenance of human rights for all citizens of the country, which is immensely helpful to residents. Professionalism, responsiveness, accountability, and effective and efficient security service delivery could improve people's lives and propel economic development in the Vision 2030 blueprint's direction.

1.6. Scope of the Study

The National Police Service, DCI headquarters, two sub counties, and the appropriate non-police institutions were the focus of the investigation. The NPS was divided into five categories based on the developers, implementers and operators of the governance mechanisms: Gazetted Officers, Inspectorate, Non-Commissioned Officers and Constables. Non-police agencies were given lower-level, middle-level and top-level supervisors. The time lasted six months, from January to June 2021 which allowed for study instrument pre-testing, data collection, analysis, and reporting. The National Police Service security service delivery was studied using four variables: administration decisions, checks and balances, coordination and policy formulation (predictor variables),

police culture (mediating variable), political influence (moderating variable) and security service delivery (response variable).

1.7. Study Limitations

First there is a dearth of relevant literature in Kenya. As a result, getting data from secondary sources in other studies of a similar nature became a challenging task. Secondly, involvement of Non-police researchers who did not understand the systems leads to resource and time constraints. To address the study's first, shortcoming, the researcher interviewed and analyzed relevant publications from both developed and developing countries, with a focus on African studies. Secondly, respondents were assured of their privacy and anonymity, as well as the understanding that the study's findings would only be utilized for academic tenacities. An introductory also letter from the university, consent from national police service management, and an N.A.C.O.S.T.I. permit were provided to ensure that the data was authentic and used for academic reasons. Further, respondents were not required to participate because participation was fully voluntary. Lastly, there were proper resource and time management with research assistants and the use of appropriate research tools.

CHAPTER TWO: REVIEW OF THE RELATED LITERATURE

2.0. Introduction

This chapter focuses on reviewing literature on the various aspects of governance mechanisms that influence the security services delivered by NPS. It also reviewed literature on moderating and mediating variables of political influence and police culture. The review discusses empirical findings and various theories that act as a basis for this research study. Furthermore, the chapter presents a summary of the research gap and a conceptual framework that shows the association between research variables.

2.1. Governance Mechanisms and Security Service Delivery

Gallup (2019), in his study on Order Index and Global Law, based on people's report measured the composite score on confidence in their local police, the incidence of theft, assault or mugging and their feelings of personal safety. According to the study, nations with exact governance processes in their police services, such as Switzerland, Denmark, Norway, Japan, New Zealand, Singapore, Norway, Iceland, and Finland, scored higher on the Order and Law Index than countries with weaker and inferior governance procedures (Bolivia, Sierra Leone, Botswana, and Mexico). Security services were defined by the quality of governance processes, according to his study. The study, however, is hushed on the exact governance systems and their level of effect on police security services.

Gillan, Hartzell and Starks (2011) in their study on trade-offs in Corporate Governance, examined firms' governance, which was an essential component of work dedicated to the

relationship between governance mechanisms of a firm and its value on performance. They found out that, mechanisms of governance affected managerial conduct while other mechanisms were alternatives. Further, Stuart (2017) allude that different mechanisms of governance offer a rationale for governance options. Yet, the research had not wholly considered how other mechanisms of governance interact, the degree to which these mechanisms may be alternatives or complements and how they influence performance/service delivery. A grasp of how the different mechanisms of governance interact is important in interpreting their effects on service delivery.

With reference to Kenya police, Ngugi, Were, and Titany (2012) assessed the elements affecting the delivery of security services by NPS. To evaluate the data, the researchers used a descriptive research design, New Management and Institutional Theory, and linear multiple regression analysis. There was insufficient participation of police officers in decision-making, inequitable task distribution, and a lack of delegation and coordination. However, the study did not address how truncated participation in decision-making, unequal job distribution, diminutive delegation of responsibilities, and lack of coordination under governance systems affected the performance of security services. Furthermore, although Ngugi's study is on security, he narrowed its focus on to Administration Police unit leaving a gap on the combined NPS which this study will intend to fill.

Muhammad, Rehman and Waqas (2016) investigated how Police performance was affected by governance practices in Pakistan. The research evaluated the influence and nature of association between police performance and governance practices in Pakistan. It utilized secondary data to evaluate how governance affected performance of a firm. They concluded that firm performance is affected by governance practices. Therefore, it recommended that managers understand that governance practices influence firms' performance in providing efficient and effective public services. While Muhammad et al (2016) study is closely related to the current study, it didn't highlight specific governance mechanisms and how they affected service delivery. This study investigated specific governance mechanisms in relation to their influence on security service delivery by NPS.

Daoud (2014) investigated how corporate performance is affected by internal corporate governance mechanisms. The study was anchored on four theories of agency, stewardship, shareholders, and stakeholders and found out that internal corporate mechanism of governance represented by management internal control, ownership structure, audit, disclosure, and transparency greatly affected corporate performance. He endeavored to offer a description of various conceptual models of empirical studies and corporate governance to find out whether good corporate governance, as a mechanism of governance resulted to improved firm performance. Much of his work focused on the association between directors, management and shareholders. Thus, it is mostly challenging for users to conclude the association between good corporate governance and performance. Nevertheless, whether higher firm performance as a result of better

corporate governance, it is still a crucial research question due to unclear directional causal explanation.

Sulaman et al, (2016) studied the impact of corporate governance mechanisms on firm performance in Pakistan. They investigated whether the existing corporate governance mechanisms influenced firm performance in Pakistan. Multiple regression analysis tested whether there was a significant effect of corporate mechanisms of governance on firm performance. These studies revealed that, firms with corporate mechanisms of governance that are robust appear to be more successful than those with weak corporate mechanisms of governance. The study clinched that some corporate governance mechanisms were not implemented correctly in listed firms in Pakistan. The government of Pakistan also influenced listed firms that have affected the performance of those firms dispiritingly.

Nanthagopan, Williams and Page (2016) explored on the influence of governance on the supervision of development projects in Sri Lanka. They argue that governance incorporates two facets; development policies framework that compacts into mandates and the authoritative oversight of a country's social (efficiency and integrity) and economic resources. Their results indicate that a wretched state of governance negatively influenced the economic growth's potential, which could contribute to pitiable service delivery, coinciding with Horsthuis' (2019) findings. First, to governance mechanisms' issue, it was an all-embracing role of a country in both social development and economic

growth. Second, realizing effective management in development through suitable mechanisms of governance, among other objectives, includes the involvement of the public in governance, offering equal opportunities for public feedback and to access resources for development.

Therefore, the reviewed studies demonstrate that elements of governance mechanisms could be evaluated in contrast to different elements of performance and service delivery. This resonated with the findings of Mukhtaret et al. (2017) and Michael (2019), who posit that the elements of governance had been studied by different authors in different milieus using several variables of interest and yielded different influence on public sector performance. For example, while some researchers such as Buba (2015), Herdjiono and Sari (2017) found out that there was enhanced performance in public sector that had mechanisms of governance, others like Önder (2016) established diminutive connection on how mechanisms of governance influenced performance. For Helao (2015) and Khan and Ibrahim (2017), mechanisms of governance had no influence on performance. The researchers had different findings on the association between firm performance and corporate governance.

Consequently, although governance has been studied expansively, past empirical studies generally depart from this study in that, many past researchers did focus on the influence of corporate governance and governance practices, leaving a gap on governance mechanisms which this study sought to address. Also, the generalization of research

findings to all sectors of the economy may result into sweeping conclusions that aren't actually applicable across sectors. The literature also lacks overt models that superlative illustrate how governance mechanisms relate to performance or service delivery. Kamau (2017), in her research on the effect of security governance on the quality of law enforcement in Kenya, recommend that research should be conducted enjoining police forces (NPS) to establish other governance issues that influence the quality of security in Kenya. Therefore, this study examined how governance mechanisms influence security service delivered by NPS to fill this fissure.

2.2. Service Delivery in the Public Sector

According to Helao (2015), service delivery is the interminable process of providing affordable, accessible, substantial and unprejudiced services from public sector entities and the private sector to citizens in a sustainable manner. Service delivery is mostly understood to imply "the provision of goods or services by a government or other organizations to those who need or demand them" (McLennan 2009, p. 21). This service delivery by whosoever is responsible constitutionally put into attention many social factors. These include social equality, rearranging resources, enhancement of conditions of living and stimulating the economy to ensure sustainability of service provision (Oreje, 2017). UNDP (2006) stated that inadequate services and an unsatisfactory operating environment directly affect the demands of people for much-needed amenities and services. For example, the more the distance covered to access services, the lower the demand for such services. That is, lack of indispensable infrastructural mechanisms of

governance and pitiable service provision is detrimental to the way of life at the grassroots level.

Kiraithe (2011) studied on the effect of strategic change management on service delivery in Kenya Police service. Study results exhibited that police managed successfully to influence change where the organization was in total rheostat. Issues such as institutional framework and resource mobilization were to be supported for efficient police service delivery. The study submitted change and advocacy in legislation to enhance service delivery. Nevertheless, the research did not include any theory making the research to be feeble theoretically. The research also was inept to evaluate competency types needed in police service and stakeholder management practice to warranty efficient service delivery by police service, a research gap which this research sought to fill.

Muchadenyika (2017) and Agili (2018) citing Chigwende, Mukuzeb and Musasa (2014) focused on the impact of accountability and transparency on service delivery in Zimbabwean municipalities. According to the findings, service delivery is hampered by a privation of accountability and candidness. Rising aversion to paying bills and taxes resulted in poor service delivery. The findings of the study revealed that there is a relationship between accountability, transparency, and service performance. Makanyeza, Kwandayi and Ikobe (2013) conducted a study in Kajiado County Council that focused on service delivery improvement measures in the local authority. According to the survey, one of the prevalent causes of poor service delivery is a dearth of accountability

and transparency. However, other pertinent elements that may affect service delivery were not pains taken in the study. The current study investigated into governance systems and their impact on security service delivery.

Helao (2015), cited by Helao and Naidoo (2016), investigated service delivery and corporate governance in Namibia's Oshana region, focusing on governance structures and practices on service delivery. They found out that regional and local government institutions were deficient of accountability, a robust policy implementation and proper financial management despite having well-structured governance practices. Also, decentralization of services was dawdling. Further, the association in consultation, coordination and communication seem to have wilted, resulting to delays in the provision of essential community services. The study alluded that while ineffective service delivery and poor governance are significant challenges facing public service, they aren't undefeatable. Helao (2015) auxiliary that public sub-national level officials must go beyond interpreting, implementing and analysis to evaluate the state at grass root levels to offer services that are affordable and accessible to the civic.

Jiwan (2016) studied on the factors that influence effective service delivery in Kenya's public sector. Jiwan evaluated the impact of Huduma centers' strategic locations, the function of strategic decision-making, institutional variables and management practices, and the impact of monitoring and evaluation on service delivery. Strategic decisions and service delivery were found to correlate negatively, while strategic location,

management, institutional factors, monitoring and evaluation correlated positively with service delivery. Further, from the results, there is a strong association between the research deliverables. Thus, for effective service delivery, an appropriate strategic location and the enhancement of an institution's management practice, monitoring, and evaluation are crucial. However, the study did not consider the impact of policy, monitoring, and evaluation on service delivery. Only a limited of relevant research has been done in Kenya thus far. Variables in governance processes are either limited in scope or insufficient, making it impossible to determine their influences. In the absence of relevant empirical studies, this research study addressed the gap by evaluating how governance mechanisms influence service delivery in the NPS while capturing into account the characteristics associated with governance mechanisms in the NPS.

2.3. Administrative decisions and the provision of security services

The central theme of appropriate governance mechanisms, according to Urban (2019), was decision-making enhancement and the strategic trajectory of an organization's profitability, competitiveness, and productivity, ultimate organizational progression, economic value, achieving high performance, and increasing social, financial, and environmental returns to society and its owners. Administrative decisions have an impact on the public sector's policymaking quality as a result of public administrators' behavior in resource management, allocation, and utilization (Fischer & Miller, 2017). Stakeholders and senior administrators' decision-making processes may clash with those of junior administrators, causing conflict in their everyday activities. Discord can arise

when opposing objectives exist at different levels, interfering with one another's responsibilities (Waldo, 2017).

Thus when making decisions, there is hardly any consultation from various groups and levels. When high administrators therefore, are unable to directly administer and steer the decisions of junior administrators and vice versa, they become frustrated. As Csilla (2019) explains, in an ideal scenario, decisions are made as a result of rational processes, shared goals, and mutual trust, rather than forced conciliation, because there is more cooperation and less conflict. This study is centered on industrialized countries in Western states with a governing class and a population of elites. Their governance system is undoubtedly different from that of Kenya's administrations in county and national government in terms of security.

In their study titled *Participatory Governance: Public Decision-Making, Conflict Mediation, and Planning in Civil Society*, Lovan, Murray and Shaffer (2017) stated that government decision-making conflicts occasionally revolve on governance and policy. There is more conflict and wariness between the administrative team and the branches of government in public enterprises with robust managers (Wamsley et al., 2019). When the administration is clearly subduing, the administrative body's counsel is based on laws or policies that the entity has consented to. An analysis of the relationship between political decentralization, devolved governance, and service delivery revealed how the relationship between administrators' actions and governance has influenced public service

delivery (Nzulwa et al., 2017). They believed that the relationship between the administrative body and the administrators' decisions did not change, explaining that their interaction is primarily between executive members (the government's highest-ranking officials) and managers (senior administrators).

Woldekidan (2016) investigated on the effects of politics on Ethiopian policing. In European local government structures, he identified two basic decision models on policing: the dualistic and monistic models, which are distinguished by the authorities' allocation between governing officials and administration. The monistic paradigm gives committees and governing authorities' complete control over the administrative system and decision-making authority. The governing class wields supreme decision-making authority in the dualistic model. Simultaneously, legislators elect a separate legal body tasked with policy implementation; daily decisions supervise and steer the administration. Zsolt and Attila (2018) conducted a study on governance and policymaking in an illiberal framework in municipal governments in Latvia, Hungary, and Estonia, and found that political leaders exert considerable control over decision-making. Administrators in decision-making, on the other hand, perceive themselves as the most influential in decision-making, resulting in a conflict underlined by Boda and Patkós (2018) in their study *Driven by Politics-Policy Making and Agenda Setting in Hungary from 2010 to 2014*.

The reviewed literature did not demonstrate how administrative decisions affect service delivery. Focusing on European affluent countries has justified conflict in decision-

making features, but this has left a lack in distinctive governance structures and security, setting the stage for future research. Antal (2017) found that the process of decision-making is influenced by the administration in his study on municipal government in Romania, Latvia, Poland, and Hungary. At the same time, local governments in Poland confined their decision-making processes in order to grow their representative constricted interests and individuals rather than cooperating and developing with administrative systems for the virtuous of the community. As a result, there was absence of long-term vision, motivation, and transparency in policymaking. An examination of the administration in India and Israel indicated that it was not a predictor and that its decision-making authority was restricted to the governance in place (Alam, 2019). Elected politicians and other interested groups are entangled in current decision-making that either hinders or empowers administrators' ability to do their duties, resulting in faultless or strengthened service delivery.

Rachel (2012) examined the concept of good governance and why it is imperative in policy creation. Rachel claims that governance establishes an accountability structure and decision-making authority in order to motivate desired security management and handling behavior. Security delivery governance involves more than just management. Instead, it's about taking responsibility and holding people accountable for significant decisions. As a result, good security governance should give managers the tools they need to make quick administrative decision choices. According to Korac-Kakabadse and Kakabadse (2001), ignoring "the responsibilities" in the decision-making process resulted in irresponsible and unethical decisions made by whoever had enough political clout (p.

67), clearly not the best elucidation. She alludes that the roles of stakeholders in the decision-making process must be clarified, and decision-makers must be held accountable. The information stated from consultative option deliberation for each choice defines the activities required to collect such information, as well as who made the final decisions, who communicated the result, and which groups were notified of the decision. As a result, effective security governance aims to create a manageable and documented decision-making process as well as a link of authority.

In the field of policing, there are limited research studies on decision-making in comparison to security services. The majority of the research focused on decision-making, particularly line-level officer discretion and decision-making as a crucial instrument. Furthermore, in the latter half of the twentieth century, the emphasis was on patrol officers who were problem solvers and included a problem-solving system (Brenda, 2020). However, administrative security service decision-making processes and aspects of an effective policing decision-making process have received little attention. As a result, existing literature offered limited insight into security services providers' decision-making models, which are necessary at the organizational and administrative levels of police organizations. By determining how administrative decisions influenced security service delivery in NPS, the current study fills a gap in the previous research, whose findings failed to establish if administrative decisions influenced service delivery at any level.

2.4. Checks and Balances and Security Service Delivery

Vandenbergh (2019) in a research titled "A Private Fairness Doctrine—Social Checks and Balances" argues that pure checks and balances have never been realized from the perspective of government activities and institutions. Nevertheless, isolating one branch from others led in a riven in government functions, leading in a collapse in public sector services (Tretyak, 2018). Given the difficulties of current administration, Nazir, Ahmad, and Khan (2017) assert that enforcement of the separated powers is viewed to be strict, resulting in under functioning in contemporary government. Due to grafting procedures to produce multi-functionalities in governance structures with balanced government theory, the power separation doctrine's successful diversities have persisted (Naazer, Kundi & Farooq, 2018). However, these studies did not demonstrate how checks and balances influenced service delivery, which the current study will address.

Munzhedzi (2017) investigated "The Role of Separation of Powers in Ensuring Public Accountability in South Africa." The separation of powers principle, according to the study, emphasizes that inimitable functions and powers are established for the three branches of the state, each with its own obligations and tasks. Munzhedzi (2017) contents that in practice there is no clear functional division between the three institutions of government, which has an impact on how they perform their roles. For Mangu (1998), Mojapelo (2013) and Dube, (2017) the separation of powers theory is based on the idea that each arm of government has its own set of powers that are distinctive to it, preventing the concentration of too much power in one arm and ensuring checks and

balances in the other arms of government. Corporations with good governance must incur a balance between their responsibilities and duties. However the application of this principle intersects the state's arms. Governance procedures are in place to keep the power of stakeholders like shareholders, managers, and directors under control. Internal incentives do, however, increase efficiency, but they are insufficient for good service delivery. On the same view, Oswald (2018) proposes that executive powers should be used to oversee all public concerns through an oversight body. Executive powers can be matched with government functions such as policy development and implementation. This study aimed to determine whether NPS's procedures for checks and balances are efficient, effective, and bonafide in terms of security service delivery.

Despite beleaguered government efforts to improve security services, Sjögren, Murunga and Okello (2014) argue that the police continue to provide poor service. Amnesty International's (2013) assessment on Kenya's police reform found serious flaws in checks and balances in the three government branches, with little tangible progress made beyond legislation and state officer recruitment, which no doubt influences the delivery of security services. However, because the observations were mostly commentary, the report lacked empirical data, making it non-evidence-based. This study enlisted the help of key players in the NPS to gather actual information on the efficiency and efficacy of security service delivery checks and balances.

Grossman and Hoskisson (2016) conjectures that, despite regulating bodies providing checks and balances, little or no governance significance has been realized. According to Ehikioya (2010), reorganizing corporate governance entails the creation of formal and informal laws, components, and qualities that result in a legally authoritative structure that is accessible, has inspection, checks and balances, and disseminates data that is useful after a viable resource allocation and appropriation.

Some checks and balances could be associated to the general population, who are largely consumers of government services (Guyo, 2012). Despite the fact that organizations utilize diverse technology, these customers have comparable formal structures and attributes (Garrison, Cleveland-Innes & Fung, 2014). The three forces of regulating bodies that are coercive, normative, and mimic-like are interdependent. Fiedler et al. (2013) outlined four critical phases in an organization that employees follow as they learn from performance evaluation processes in their outline on performance in relation to regulatory authorities. "Identification, integration, search, and implementation" were the phases. Employees with this title attempt to comprehend performance data and assess performance gaps; members seek additional information in order to overcome the data's inadequacy and find a suitable solution. Finally, during the implementation phase, personnel put the chosen optimal solution into action (Ibid).

A report by the Organization for Security Cooperation in Europe (OSCE) based on a study that Stodiek carried out in 2006. It was on the establishment that, lack of checks

and balances in oversight of police forces resulted in policing concerns in responsibilities and duties, according to a report on the development of multi-ethnic police forces in the Balkans, including UN police, police instructors, and police personnel. Further, according to research on policy democracy in developing countries, a society associated with excessive concentration of power in any government institution in the name of reforms reduces public support for those reforms (Nathan, 2006). Call (2016) found that when different government independent players oversee police by whistleblowing, isolating office abuse by senior police officers, and ensuring that police, according to their mandate, discharge security duties in compliance with the law and provide more effective security services; policy democratization in developing countries improves. However, the previous study did not demonstrate how checks and balances affect security services. They have presented scant evidence that police services would improve if effective checks and balances were in place. Therefore, this study explored how working, enfeebled checks and balances' effect on security services via NPS.

Amuhaya, Namusonge and Nthigah (2018) carried out a study on power separation in Kenya. The study examined the influence of copious power separation techniques and the numerous terms of office. The results of the study, which used a descriptive approach, demonstrated that effective separation of powers certifies judicial advancement. However, the study did not reveal how the division of powers in security service delivery influenced service delivery.

According to Attard and Olson (2013), as quoted by Kamau (2017) states that law enforcement supervision could occur in response to ongoing problems within an agency, such as widespread use of excessive force, or in response to a high-profile incidence of police wrongdoing. Several factors influence whether a certain method is successful, regardless of the supervisory framework in place in a given jurisdiction. Stakeholders may be interested in modifying or improving the police oversight system as they learn more about the strengths and shortcomings of a particular model implemented in their community.

Another study was conducted on the role of checks and balances in the performance of police security services. Separation of powers in three arms of government: the Executive, the Judiciary, and the Legislature were used as a variable in the study. The findings revealed that each government arm's power accumulation and centralization should be improved and strengthened so that none of the arms duplicates the job of the others (Obiora & Akpunonu, 2019; Aramet, 2018). The previous studies did not address the checks and balances incorporated in constitutional arrangements for a structural association of independent organizations, which was the focus of this research.

2.5. Coordination of National Police Formations and Security Service Delivery

Coordination is inextricably linked to the success of every governmental institution's functions (Ogada, 2016). Coordination has dominated the focus of public administration researchers to a significant extent. Coordination has been studied at the Central Government from both an inter- and intra-organizational perspective (Shah & Akhtar,

2018; Babakhel, 2018). As underscored by Otieno, (2019) they did so by emphasizing policy implementation in order to demonstrate the consequences of a lack of institutionalized norms' and financial management, central-local relationships, regulations, accountability, and democracy rather than a bureaucratic approach.

Whelan (2017) investigated how dynamic security networks can help police collaborate and provide better services. Study variables included the role of security networks on Police collaboration. Interviews with senior personnel of the security services, law enforcement, and intelligence agencies guided data collecting. The study underscored that security networks function are enhanced when coordination moves from cooperation to collaboration. The study, however, was not anchored in any theory, posing a theoretical gap in the research that will be filled by this study in utilizing Stewardship, Principal Agency, Regulatory Capture, and New Management Theories.

Christensen, Laegreid and Rykkja (2016) posits that coordination mechanisms can be selected based on the skills and capacities of people whose functions are pre-designed, enforced, or to be coordinated. In this view direct supervision, mutual adjustment, and standardization are all used to coordinate work procedures, skills, standards, and output (Alotaibi & Ibrahim, 2018). The need of inter-departmental coordination mechanisms has been highlighted by the researchers above, however this is not adequate in advocating for proper public service delivery in general. This study investigated at how security services are affected by coordination in both the external and internal architecture of NPS.

The evaluation of coordination by theoretical approach, disregarding discrete efforts to understand coordination, is classified into two categories. First, there's Taylor's (2011) formal hierarchical structure, also known as the classical hierarchical view. According to Morris et al. (2007), traditional coordination focuses on legal-rational authority, hierarchical positions, merit, and specialization of duties among organization members. The informal lateral relationship, often known as the network-based method, is the second option. Coordination is mostly achieved through interactions among players who are not part of a traditional hierarchical organization (Alotaibi & Ibrahim, 2018). Both approaches to understanding coordination, according to Gulick (1997) and Taylor (2011), have advantages and faintness, and neither is exhaustively adequate for every case. Only two ways to coordination were discussed in Kettl (2003) and Morris et al. (2007), each with its own set of benefits and drawbacks. Nonetheless, they failed to demonstrate how the two approaches differed in terms of service delivery. The impact of coordination, a critical component in governance processes, on the security services provided by NPS was explored in this study.

Alotaibi and Ibrahim conducted a study on the coordination emergency response framework (CERF) in 2018 with the goal of proposing a framework that would aid in evaluating various mechanisms of coordination in order to determine the preeminent disposition for multi-agency emergency responses to mass casualty situations. The goal of the study was to investigate the impact of coordination mechanisms on response

scenarios, and the researchers employed a Simulation-Based Model to do so. According to the findings, there was an effect on the response scenario (Alotaibi & Ibrahim, 2018). However, no alternative models that can increase coordination were discovered in the study. Furthermore, it was conducted in a developed country, , a context that is different from Kenya.

Zhang and Thiam (2014) underscore that procedures and regulations of governance protect minority owners or stakeholders from exploitation by controlling shareholders or management. Management played a part in governance norms, with agency problem in the firm indicating the strength of the organization's governance frameworks. According to John and Senbet (2015), the functions of top managerial staff and administrators, as well as the construction of the directorate, fluctuate in such a way that organizations purposefully outwit the structures of a corporation with other administrative structures. Improved capacity for governance quality enhancement, among other sectors that offered services, was a successful method for collaboration.

National Research Crime Centre, (2012) asserts that in spite of the National Police Service Act of 2011, which calls for collaboration and effective coordination, the country's two primary police formations in Kenya endure to operate autonomously. The NPS suffers from a lack of precise and coordinated command flow, resulting in a corporation with "powers" answerable to various commanders, multiple resource pools, and an executive more chauvinistic to some than others (KNHR, 2019). Several security

breaches have occurred due to poor coordination among the NPS's various components (Kenya National Commission on Human Rights, 2014). Following several interviews with NPS security agents, it became evident that the commission had coordination issues. As a result, the NPS's seamless and clear coordination has hit snags, resulting in a critical security gap that jeopardizes Kenya's security. Furthermore, information flow has been hampered by inconsistencies in coordination between the two NPS units, which has hampered the success of cooperative police operations. The examined literature implies that there is a gap in coordination in NPS. However, it failed to show exhibit the lack of cooperation damaged NPS's ability to perform security services. This study looked into NPS coordination and how it affects the security services they provide.

2.6 Policy formulation and security service delivery

Finding policy alternatives that provide solutions to problems is part of policy formulation (Sidney, 2017). The policy formulation process has several stepladders, assuming that policy implementers have already identified and acknowledged a policy problem and established a policy agenda. In Kenya, the police department has a number of policies that control operations to ensure that sufficient security services are provided. The police have complete discretion to carry out their obligations as outlined in their policies, with no interference (Woldekidan, 2016). As a result, officers should operate and apply the specified powers in accordance with a defined policy framework in order to promote effectiveness, efficiency, and accountability.

Williamson (2016) contended that security policy issue has been examined from a variety of perspectives in IS literature. He evaluated on how the criminal opportunity lenses gave

policies for security a green light. Since then, 52% of physical security breaches have been caused by internal operations workers, resulting in more important and effective measures. These controls define roles and responsibilities based on security needs and policies, as well as security objectives. Williamson (2016) further suggested that a concerted effort be made to educate police officers about their responsibilities as specified in the security policy document as a way to improve compliance.

Researchers did, however, delve into the nuances of policy in the security industry. Ahmad & Ruighavar (2003) asserts that audit technology should be improved and upgraded in relation to management in order to develop software that is personalized to an organization's policy needs, easing program managers' compliance obligations. Another study looked into enforcement techniques for special-purpose and application-specific security policies. Application-dependent conditions include data leakage via mobile coding, fraud via electronic commerce, and intellectual theft via electronic retrieval and storage of intellectual property (Schneider, 2000).

Paananen, Lapke and Siponen (2020) argue that there is a structure on the edge of the security policy spectrum that is multi-policy by nature. Furnell (2016) defined multi-policy as a system having multiple domains of independent security where security policies are implemented and applied individually. Furnell (2016) developed a formal model for policy groups based on logical analysis. Lapke et al. (2020) employed digital government to develop multi-policy systems in a multi-domain context, incorporating ad-

hoc and formal methodologies, model-based methods, agent-based methods, and architectural and database federation approaches.

A range of techniques in the linked literature reveal a phenomenon that is multidimensional in character when it comes to policy making. According to Spafford, Rees and Subhajyoti (2003) security strategy is produced and maintained at the practitioner level by top management disseminating information about security experts in parallel with the life cycle of a standard information sharing technology. The cycle of this framework is divided into four stages: planning, accessing, operating, and delivery.

The development of security service policy and application is fraught with difficult-to-quantify challenges (Lapke & Dhillon, 2020). A misrepresentation of a security officer's intent could be phrased differently to convey a different message. A system user on the opposite end of the spectrum may interpret a policy in an unanticipated way. These circumstances may be a contributing factor in the inconsistency in the development and implementation of security policies. In practice, this discordant state undermined the goal of security policy formulation (Lapke & Dhillon, 2020).

Certain measures in the governance structure influence policy formulation and can be used in policing, with a focus on control over personnel deployment, administrative setup, and funding allocation (Woldekidan, 2016). Several indicators are employed in several nations to detect policy formulation impact, including police tasks and mandates,

codes of behavior, police orders, and regulations. Principles of democracy require governments to provide precise direction on policy, policing plans, have authority over the police, and set standard performance indicators, as is expected in democratic societies. Appropriate democratic government management should foster police independence in the public interest while reining in governance that jeopardizes police impartiality. As a result, as Woldekidan (2016) points out, an effective method to ensure the police's efficiency and efficacy must be in place to protect their operational performance. Nonetheless, in many countries, the police are viewed as a tool of the governance hierarchy rather than the creator of policies. Previous research has found a link between governance and policing, with police being tasked with enforcing legislation approved by the government through parliament and pushed by the ruling party. Top leadership in the government hierarchy is thought to develop and shove government policies, allowing for the creation and direction of police institutions to achieve peace and security in Kenya.

Despite the police's independence, the way they enforce laws is influenced by orders from a high-ranking government official. Resulting in a desire to determine the extent of influence and whether it might be classified as undue or not. Given the aforementioned interdependence, this research aimed to investigate policy formulations' effect on security services provided by the NPS in Kenya.

2.7. Police culture and security service provision

William et al., 2017) explained police culture for the first time in 1950. After an investigation into police officers' decision-making, ethics, and culture in the discharge of duty, this concept arose from Chicago's school of thought. According to Warrick (2017), there is a direct link between an organization's performance and its employees' behavior within that organization. The police, like any other group, have an individualized culture that is a product of the culture that individuals in the department exhibit (Steyn & Mkhize, 2016). As Van Steden et al. (2015) suggest, this welcomed culture encourages people to discharge their jobs as impacted by their sense of their responsibilities. Because it influenced behaviors and decision-making in the delivery of security services, police culture was vital. The qualities, shared beliefs and conventions, attitudes and values associated with police work make up police culture (Ingram et al., 2019). Ingram et al (2019) found that the culture of a work group was related to the behavior of officers, a collective impact representation, and the relationship between behavior and culture may not always be linear. The findings supported the use of a multilayered approach to comprehending officer behavior and police culture.

These aforementioned studies examined the work of a police officer and how it affects the security service in terms of the officer's decisions, discretion, and behavior. They have primarily treated police culture as personal in compared to collective measures in earlier studies, and have failed to link it to security service delivery, which would indicate police culture's uneven results. However, "the President's Task Force (2015), emphasized

a crucial practical implication for selecting appropriate mechanisms towards reshaping police culture," for better security services, as Ingram et al (2019) posited in addressing these concerns in police culture. According to Terrill and Paoline (2019), in order to fill the "police culture" void, academics have recently attempted to simulate the exact mechanisms that are part and parcel of the police occupational culture, whether in terms of outcomes, prescriptions, or surroundings. Regardless of the advancements, much is still necessary in compacting theoretical concepts and much vital, discover out the degree to which culture links with police activity and how security services have been given (Manning, 2005, Mastrofski, 2004). As a result, their research failed correlate police culture and security service delivery.

On the other view, factors causing low security service delivery were linked to police culture. Positive organizational culture in the police, on the other hand, increased public trust by improving the link between security service delivery and public safety (Tyagi et al., 2016). According to Rockoff and Turner (2010), contend that depositing a blamed system in place puts pressure on specific actors to meet expected standards. According to Loftus (2010), recent studies have used longitudinal and anthropological methodologies to examine police culture. The purpose of this study sought to find out whether culture has a moderating effect on NPS security service delivery.

Police officers in Hong Kong's police force lacked integrity and ethical values, revealing flaws in policing (Agili, 2018). As a result, deliberate efforts were made to embed ethics

and police integrity as central policing philosophies throughout the Hong Kong police force's structure. Police personnel, in totality, are really urged that upon discovering any sort of corruption or malpractice, one should disclose it, even when it involves allies, thereby advocating for conformity levels among police (Hope, 2018). Mathenge (2014) also found that there was a positive correlation between ethics and corruption, integrity and corruption from an ethical viewpoint in Kenya's police force. These results corroborate those of Adebayo (2005), who researched on pro-social behaviour and ethical attitudes in the Nigerian police service. He discovered out that there was an inverse association between pro-social behaviors and unethical sentiments among Nigeria's police officers. The study also associated poor service delivery by police personnel who displayed unethical behavior, resulting in minimal public recognition.

Reversing the bad perception of police culture in terms of a lack of moral bravery, integrity, ethics, and corruption, according to Larry (2018), requires reform and organizational capacity building for trainers, managers, supervisors, and police administrators. Several times, changes fail because organizational leadership overlooks the role of culture in the organization. The tendency of police personnel to provide security services is heavily influenced by organizational culture (Alvesson & Sveningsson, 2015). However, as Crank and Crank (2014) point out, evaluating police officers based on culture and experience can lead to a better understanding of the concept of police culture.

Traditionally, much discussion and attention on police integrity plays a crucial role in comparison to other government organs, which could be seen as a stronghold (Wiley, 2019). Kutnjak and Ivkovic (2015) examined the influence of police officers' attitudes towards the performance of an organization and, by extension, the effect on the external environment, concentrating on the degree to which police service reforms can prevent police delinquency. Collins, Marenin, and Chu (2016) further explored the degree to which corrupt officials took instruments of culpability meant to escalate moral costs, thus lowering the misconduct of police. These studies suggest that seemingly mechanisms of governance are pivotal to the performance of the public and the delivery of services to the community. Nevertheless, as Welkadia (2019) suggested, appropriate mechanisms of governance are only feasible when recognized legal frameworks are in place to control the behavior and undertakings of public administrators. Hence, the Constitution of Kenya, Police Acts and other legislation form the crucial basis for guaranteeing the equitable delivery of security services to the community. The current research contributes to the knowledge on public integrity and policing by analyzing how culture influences the delivery of service by NPS.

Agili, (2018) citing Mathenge, (2014) carried an observational a study in Kenya, to assess the integrity and corruption of police institutions. The research investigated the existing association between corruption and ethics. Specifically, the research assessed the effect of ethics on corruption among personnel of the Kenyan police force. The findings demonstrated that there was a link between ethics and corruption, such that corruption was highlighted as an activity that has steadily watered down the security service quality

from the police agency and other Kenyan public agencies. In this observation corruption, for example, has weakened public health service delivery by allowing conflict of interest, health-care fraud, and other malpractices to flourish. Nonetheless, establishing liable mechanisms that enforce behavior is an important step in strengthening ethics in any setting. Corruption stemmed from a lack of openness and accountability, which could also explain the inadequate provision of social services at the local level. Kjaer (2011) proposes that, where a local government is actually accountable to a local electorate, this exhibits more incentive to enhance services for which it is responsible. Accountability was found to be critical to enhancing performance in the study. Despite the advice to embed integrity and ethics in the administration of policing services in Kenya, the study left out important parts and failed to specify any mechanisms of accountability in place to instill ethics in Kenyan police agencies as elucidation for corruption inside agencies.

In his study titled *The Influence of Governance in Development Management: A Sri-Lankan Perspective*, Mohamed (2017) underscore that inefficiency and corruption were endemic in Sri Lanka and Bangladesh, with connections between business elites, politico-bureaucratic, and patron-client associations leading to unethical activities and bribery (Peters & Pierre, 2012). According to Fernando (2013), there have been more complaints about corruption in Sri Lankan provincial councils. Unsolicited project proposals from government officials and politicians have become more common in recent years, prompting accusations of corruption and abuse of office in Sri Lanka's local government bodies, particularly in over-delivering services that are ineffective to citizens at the

grassroots level due to a lack of accountability, transparency, and corruption shaped by individual culture.

However, the study did not address two critical inquiries. First, the study overlooked an important set of respondents when assessing public perceptions of corruption in Kenya's police force and how it impacted service quality for the general population, who are the major inheritors of policing services. The research results would be strengthened if the public's attitudes, sentiments, and perceptions were assessed. Second, building mechanisms of accountability that align behavior is an important part of improving ethics in any setting. The research however did not reference any of accountability aspects in the process of ethics inculcation in the Kenyan Police agency as a means of restraining and reduction of corruption in the agency, even after recommending the importance of entrenching integrity and ethics in police administration services in Kenya.

Larry (2018) alludes that belief systems are the basis for molding culture issue. Knowing how individuals react to occurrence that relates to inter-personal interaction is key with others. From the study, it is established that a person reacts to a circumstance depending on the origin of the cultural ideas they have. Regardless whether the reaction is correct or incorrect, a person can follow cultural values. As a result, police officers' decision-making is influenced by their convictions, perseverance, and culture (Douglas, 2000; Greitemeyer, 2014, quoted by Larry, 2018). The studies reiterate that behaviour of police

officers are greatly determined by police culture while mingling with citizens (Rose & Unnithan, 2015; Brough, Chataway & Biggs, 2016).

Kihiko (2013) investigated the effect of policy reforms on the delivery of services. The findings suggest that the management structure be centralized, and that the police station be granted operational autonomy, including financial autonomy. Capacity-building programs for officers are also essential for improving service delivery. The study also discovered that expanding the police culture to include civilians would improve the NPS's service. Nonetheless, due to police culture, these reforms were met with opposition. Furthermore, the study did not depict clearly how police culture influenced the delivery of security services.

In South Africa, a study was conducted on police culture themes such as distrust, isolation, suspicion, and cohesion. The majority of recruits were aligned with those themes, according to Steyn & Mkhize, (2016). Also, recruits learned survival skills as compared to being trained effectively to carry out their respective jobs (Rauch, 1992). Furthermore, police officers' attitudes were closely related to the police culture in recruits during training (Steyn, 2007). Hence, the majority of the basic training for the South African Police Service (SAPS) either enhances or maintains newcomers' perceptions of police culture, attitude, isolation, distrust, and cohesion. Additionally, the results showed that female recruits, as compared to male recruits, exhibited more distrust. Similarly, the comparative neutrality of police genders in isolation was investigated, as well as whether

isolation changes during training or the first encounter in service (Meyer & Steyn, 2009). Their findings demonstrated that isolation is weakened while training. Nonetheless, studies exhibited that the trend was more female recruiters than male recruits (Steyn & Mkhize, 2016). However, previous studies have demonstrated a literature gap by not fully examining how police culture influences the delivery of security services that this research fills.

2.8. Political Influence on the Delivery of Security Services

Politics is a process that determines when, what, and how resources are distributed for the benefit of citizens (Woldekidan, 2016). The correct management of the relationship between administration and politics dates back to the 19th century, when one statesman, Woodrow Wilson, initially pushed for it, specifically the complete separation of administration and politics (Knock, 2019). Nonetheless, Waldo, a philosopher from the twentieth century, criticized the impossibility of power separation and pushed for a political limit. Local politics had a key part in explaining variances in the behavior of numerous law enforcement agencies in Belgium, America, and France during the 1990s investigation of the influence of politics on police behavior (Yonucu, 2018). Confirmation battles, legislative skirmishes, and elections all had an impact on how the UK balanced competing interests and priorities while carrying out its foreign affairs and security responsibilities (Bamberg et al., 2018). Results from these research desire security professionals to look for candidates' viewpoints on concerns of national security, the evolution of polls and the way national security matters are influenced by occurrences in the political arena.

Prior to the 1990s, policing in Ethiopia was influenced by politics. During that time, Ethiopia's political system saw significant transformations on the road to democracy. The study evaluated reform of the police force at the time, as well as the social and political benefits it provided to the government. The study revealed the magnitude of politics' effect on policing, posing a dilemma because professionalism in policing necessitates independence in order to improve safety and security while also strengthening the rule of law in the country (Woldekidan, 2016; Mekuriaw & Gill, 2019). The findings of the study revealed that government policies favored political formulations from the ruling party, indicating that politics had an impact on enforcement operations. Nonetheless, the study's jurisdiction was on Ethiopia's political system, which, in contrast to Kenya, has a different social and political system, necessitating this current study's concentrate on Kenya.

Vanden and Moradi (2018) investigated the effects of ethnic politics on the Kenya Police Force, as well as a case of intoxication and absence. The effect of ethnicity politics on policing service delivery was one of the study's goals. According to the findings, there was a rise in indiscipline in the police force in relation to the ruling party during the elections. This effect was accelerated by shift of behaviors among the policeman. However, the survey found no evidence of partiality among police officers. The findings consistently indicate that ethnicity experienced an embodiment effect resulting from politics. Furthermore, state security has granular apparatus that shields it from ethnic politics. Their study is not anchored to any relevant theory, leaving a gap. The four theories that underpin this research are stewardship, principal agency, new management, and regulatory capture.

In India, a study was undertaken on the legislative processes that the police follow. According to the findings, legislation began after the 1857 Indian Sepoy Mutiny. As a result of Indian soldiers' rebellion against British commanders and the colonial army, the British colonial army established an authoritarian power force to support the colonial regime under the Police Act of 1861. The colonial regime's executive authority established an unquestionable police force. The need to protect the colonial administrative authority and governor's powers was demonstrated by this established colonial police force, which eventually held absolute police control. As a result, political power had a clear and noticeable impact on India's functions and responsibilities (Joshi, 2005; as cited by Woldekidan, 2016). Nonetheless, the study did not specifically mention the political effect on security services.

Osse (2016) posit that police integrity, monitoring, and accountability are key foundations of democracy. They demand political leaders to have complete control over the police, design police strategies, define performance benchmarks, and provide explicit policy guidance in terms of public engagement, fairness, and accountability. Nonetheless, the politicization of democratic government control must not go so far as to stifle policing-related activity. Ngugi et al. (2012) also investigated the elements influencing NPS's delivery of security services and discovered that human resource issues influenced security service delivery. However, their study ignored political influence issues and focused only on Kenyan police, leaving a gap in the understanding of the NPS's overall influence, which this study objectively addressed.

In a study of Kenyan county governments' corporate governance, examined whether the political environment played a role in the relationship between government performance and corporate governance (Achel, 2019). Lindsey (2014) investigated into service delivery among federal government employees in Germany during the election season. The study found that the political environment had miniature influence on the performance of Germany's federal governments, since there was no discernible variation in service delivery from personnel during and after elections. Adeyemo (2014) investigated the role of the political environment in influencing government performance and corporate governance in Nigeria's regional administrations. The research drew contrast on service delivery from elected officials during and after an election year, realized that services from regional government employees was negatively affected in comparison to standard times. This study examined whether political influence has a moderating effect on the relationship between governance mechanisms and security services provided by Kenya's National Police Service (NPS).

2.9. Theoretical Review

This section accentuated the study's fundamental theories relevant to the study. Among the theories reviewed are principal agency, stewardship, regulatory capture, and new public management. A number of authors have demonstrated how effective the theories are in the fast-paced and ever-intensifying governance discipline (Nsubuga 2015, Gëzim, 2013, Wagana, 2017, Mohamed and Irfan, 2017). The theories are well-suited to the research gaps, problems, and the relationship between response and predictor variables. The Principal Agency Theory fashioned this study on administrative decisions,

coordination, and the quality of NPS security services. Stewardship Theory shaped the policy formulation and police culture research. The New Public Management Theory addressed Governance Mechanism (independent variable) in relation to Security Service delivery (dependent variable) with the aim of strengthening the existing paradigm and proposing new models to improve NPS security services.

2.9.1 Principle Agency Theory

Principal Agency Theory has its foundation in an economic context, as explained by Alchian and Demsetz (1972) and further restructured by Jensen and Meckling (1976). According to Gong, Tang, Liu, and Liu (2017), an association occurs when one entity, the principal, contracts with another entity, the agent, to perform duties on behalf of the principal. Agency Theory, according to Htay et al. (2012), provides several guidelines for public service delivery. They suggest that in a encyclopedic governance system, managers promptly and adequately disclose information to facilitate the organization's objective while being sensitive to all stakeholders' interests.

Principal Agency Theory examines the link in structural and behavioral terms. Agents will be self-interested if given the chance (Gómez-Mejia, 2012). Principals will devise structural mechanisms to scrutinize agents to prevent opportunism and better align parties' interests (Cruz et al, 2010). Adverse selection or moral hazard occurs when the principal's and agent's interests do not in tandem, and the principal lacks accurate information to evaluate the agent's behavior (Karra et al, 2006). According to Madison (2014), there are two ways to reduce the agent's opportunistic behavior. First, create a

governance structure that allows for real-time monitoring and evaluation of agent behavior. This governance structure includes additional management, a board of directors, and reporting procedures. The second is to create a contractual governance structure based on the agent's actual behavior (Jatmiko, 2016).

The principal Agency Theory's central claim is the disparity between the principal's and agents' interests. It is critical that managerial bodies combine an effective mechanism of governance in their decisions and coordination to protect shareholder interests (Htay et al., 2012). In policing, this theory demands control where management's interests cannot align with the agent's but rather focuses on maximizing their own. To reduce agency loss, the principal can set regulations and rules.

Misalignment was the root of governance decision-making conflicts. Under these conditions, the institution's senior and executive administrators are determined by laws and policies (Joseph, Christine & Joash, 2016). According to Madison (2014), principal agency theory seeks to reduce conflicts between the principal and the agent. Using the theory, senior police administrators would be the principal and junior officers would be the agents. The principal's administrative decisions must be followed when forming agency rules. Otherwise, it will cause conflict, resulting in increased agency costs and impact on security services. Due to self-interest, agents are expected to be opportunistic. In this way, the principal encapsulates mechanisms that minimize organizational risk (Madison, 2014).

Bahadori et al, (2015) argue that for any organization to run effortlessly coordination is vital in any organization. That's why it's often conceptualized as interdependence of activities to achieve goals. This governance mechanism subjected those responsible for coordinating programs and activities. Norms, skills, work processes, and outputs are all standardization levels (Nussbaum et al., 2000). In order to influence future actions and incentives of their agents, principals design institutions of governance. This is done by creating a extensive range of administrative procedures. Administrators could create agent rules that reduce agency loss by influencing what agents do, according to Lupia (2019).

Following the NPS Act of 2011, the Kenyan NPS formations (Kenya police service, administration police service, and Director of criminal investigation) work independently, inhibit alliance, and portray coordination effectiveness. As a result, the NPS has become a federation of powers, with multiple commanders, multiple duties, and multiple pools of resources (National Research Crime Centre, 2012).

Gailmard (2012) reiterates that economic model of man's principal-agent theory has been extensively used to analyze public accountability. Because of its tractability, it can evaluate various institutional engagements and compare their viability to agents' desired behavior. Incentives, decision and coordination structures, and increased corruption costs can all be detected and corrected using valuation metrics (Baxter, 2011). For example, Amore & Hall (2016) discussed governance mechanisms to reduce agency costs, protect

shareholder interests, and align agent-principal association. This theory emphasizes administrative decisions and coordination.

Syriopoulos and Tsatsaronis (2012) assert that, most governance scholars use principal agency theory as their sole and dominant theory. But the theory doesn't fully address all governance issues. Professor Victor Brudney (1985) illustrates the theory's flaws in the argument of sufficiently constraining misbehavior. Directors' behavior predicts board effectiveness, and board composition, structure, and independence only maintain it.

The Agency-theory model is unidirectional, critics say, because it ignores agent professionalism, pride, and loyalty in aligning with the principal's goals (Kayode et al., 2013). Further, agency theory emphasizes a one-way relationship between the epicentre and periphery, making it difficult to evaluate multiple principals and agents, especially when they are at different levels of administration (Batley, 2004, cited by Masanyiwa, 2012). Van Essen (2011), citing Roe (1991), also realized that the preliminary separation of control and ownership in the US, specifically in the 1930s, was due to dissimilar formal and informal legal, institutional, and political factors, but not as an auto-response to their firms' growth. So it mislaid the principals' opportunism. In the public sector, principals benefit from conspiring with agents (Kamara, Ofori-Owusu & Sesay, 2012). This necessitates coalescing Agency Theory with complementary theories. Wagana (2017), Mohamed and Irfan (2017) all used Principal agency theory in conjunction with other theories to good effect. Thus, in this study, Principal Agency is combined with and

supported by Stewardship theory. Both theories sought to explain the same thing: firm performance. Nonetheless, the theories differ on why and how; agency theory assumes improved performance is due to the principal implementing governance structures and preventing agent opportunistic behavior.

The principal agency theory is represented diagrammatically in summary as follows in figure 2.1.

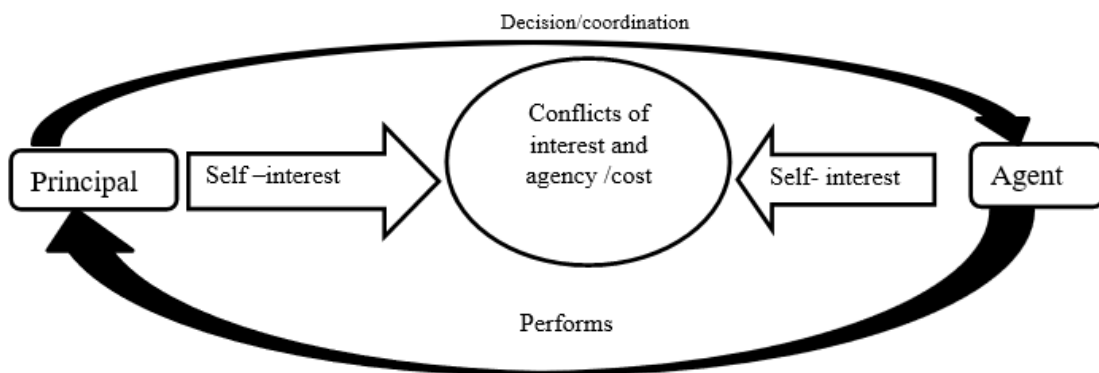


Figure 2. 5 The Principal Agency model

Source: Alla Mostepaniuk, (2017) & Researcher, (2021)

2.9.2. Stewardship Theory

Stewardship theory is an alternative to agency theory, the main framework for conceptual theory of governance (Grundeis, 2018). Davis, Schoorman and Donaldson developed the Stewardship theory in 1991. This theory is grounded on psychology and sociology, attempted to explain human associations not from divergence of principal and agent interests but around a robust behavioral model. Susan et al. (2018) argue that stewardship

theory predicts conditions where interests align, leading to a more collaborative approach to governance mechanisms. This theory proposes that stewards behave in a pro-social manner, influenced by the principal-steward relationship, the environment, and the organization's ideals (Madison, 2014).

Stewardship theory proposed that everyone charged with maximizing and protecting shareholder wealth should ensure that the firm's resources are used efficiently. Managers and corporate executives are the stewards who represent shareholders in generating and protecting shareholder gains. However, this theory emphasizes top-level management's role in carrying the steward's capacity, integrating their targets into the organization's target (Karns, 2011).

To improve humanity's deliverables, such as serving the community, customers, and employees, is the aspect of stewardship theory. This theory is based on the "serve" mentality rather than self-interest and profit. Nonetheless, to serve, the firm must be financially viable; thus, this theory promotes resource efficiency by aligning with stakeholder interests and ignoring their gravities (Karns, 2011; Susan et al., 2018).

Donaldson (2008) asserts that stewardship theory recognizes the importance of structures that support the steward and foster trust. It explains executives' and employees' autonomy to increase shareholder outlays. The strategy can reduce the cost of evaluating and

changing behavior. Certainly, the stewardship theory assumes that the steward's tenets are affiliated with the interests of the shareholders.

The stewardship theory is grounded on the need for structures that give a steward both power and autonomy derived from trust. It emphasizes that executives or employees should always act independently to achieve desired results and public confidence. The steward's behavior is expected to benefit the institutions they lead (Wekendia, 2019). While the public enjoys the steward's self-serving conduct, the pursuit of institutional goals does not derail public perceptions (Moore, 1995).

Stewardship efforts, according to Lipton and Lorsch (2015), foster inner and outer relationships among employees in a public setting for the organization's benefit. In public organizations, the effort improves critical public service delivery, particularly public project performance. This development grooms both inside and outside the organization, creating a competitive sphere (Siha, 2013).

Trust, improved performance, candid communication, long-term coordination, and enablement are tenets of stewardship management value (Pound, 2011). High-tasked firms value enablement and uncluttered communication more ((Weir, Laing & McKnight, 2012). Trust, according to Gregory et al, (2012) and Wild (2012), is required to build the linkages required for stewardship to work. Stewardship theory empowers the steward to act in the public's best interest while working to improve the public organization's long-

term performance. In this way, the outcomes are secure in a vital domain of trust by the security shareholders, the quality and power of official authority. Stewardship theory is committed to monitoring the public sector's cynical assumptions about human instinct. The study used stewardship theory to examine how policy formulation and organizational/personal culture affect NPS security services. Stewardship Theory could be represented diagrammatically in summary as follows in Figure 2.2.

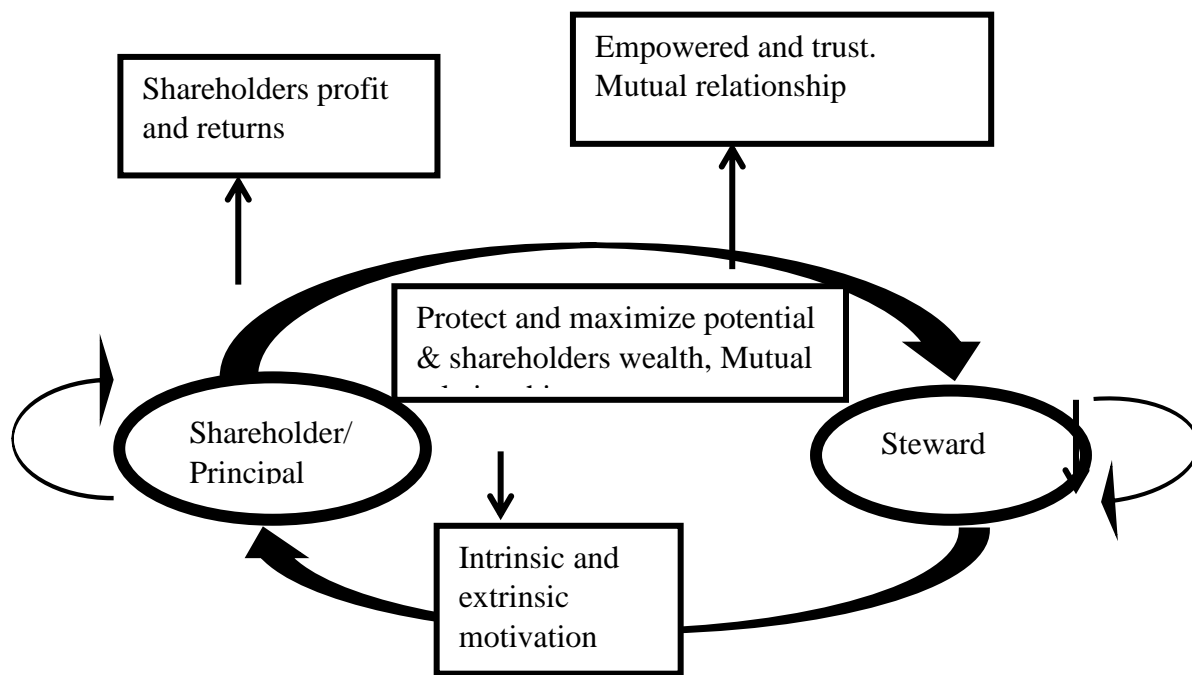


Figure 2. 6 Stewardship theory conceptual model

Source: Abdallah and Valentine, (2009) & researcher, (2020)

In this model, as alluded by Wan and Idris (2012) and Madison (2014), situational and psychological factors influence stewardship behavior selection. All three of these psychological factors can influence stewardship behavior selection. An individual's intrinsic motivation provides inner satisfaction. The benefits of stewardship theory to

steward managers are intangible and higher. People who strongly identify with their organization are more likely to neglect stewardship due to feelings of entitlement or belonging. An organizational structure should tolerate stewardship behavior choices to maximize firm performance (Madison, 2014).

Grundeis (2018) argue that Stewardship theory is also flawed. It is based on extreme assumptions. The studies focused on a few governance mechanisms and did not analyze the performance implications of governance designs, which is consistent with Stewardship theory. The stewardship theory is also limited when managers do not act as stewards and use their position to make decisions that are not in the best interest of the shareholders. The stewardship theory works because of trust, unity, and collaboration. This idea promotes a cohesive governing team and group thinking models, which also discourages management from criticizing information dissemination or strategy implementation (McEvily et al., 2003). Trust, collaboration, and cohesion at excessive levels may lead to capture and misguided corporate governance strategy, as a trusted person may actually deceive (Sundaramurthy & Lewis, 2003).

As a result, theoretical approaches provide conflicting recommendations for governance mechanism design (Grundeis, 2018), each with its own benefits and drawbacks. It is seemingly so not to singly settle on one theory as a holistic approach on issues under mechanisms of governance. Therefore, the proposed study also incorporates a third

theory, the Regulatory. Regulatory Capture Theory addresses the holistic applicability of "blind" trust, cohesion, and collaboration, which is a deficiency in the stewardship theory.

2.9.3. Regulatory Capture Theory

The Regulatory Capture theory is credited mainly to George Stigler, an economist and Nobel laureate (George, 1971). Regulatory capture is a type of state failure that occurs when regulatory agencies, conventional to safeguard public interest, avert and act in a way that favors the activities of institutions they basically regulate (Dal Bo, 2006). This theory does not accentuate the interests of the public but helps understand the process by which private interests are propagated by interest groups (Daniel & David, 2013). Further, David and David (2013) explain that capture theory assumes that a financial crisis pre-activated an economic regulation and so the divergent a country's politics can also escalate an economic concentration problem, as explained by progressive theorists, thus creating a country with an imbalanced distribution of wealth, both extremely rich and extremely poor, from an unprecedented political influence.

Regulatory Capture theory has various versions proposed by economists and political scientists who have evidence-based criticality in interest groups' legislative and administrative processes (Maria, 2013). Political scientists and economists both argue that the captured agencies can be subjugated by the industries they were supposed to regulate on occasion. In this prediction from the political science worldview, regulation is a parochial process, redirecting benefits to influential and politically connected groups that capture and dominate the process of regulation.

In a scenario where the issues within an industry become more complex and technical, the established regulatory policies are subdued as the industry group gains more control and influence (Gormley, 1986). Meier (1991) confirms that politicians frequently treat complex issues as very difficult and costly and therefore politically insignificant. On such occasions, the opportunity is that politicians are too soft and cold to permit an industry to create a self-regulation process. Also, as Meier (1991) frames it, politicians may use their power to sway an industry's operation, including functional mechanisms process. As a result, performance is conceded. Maria (ibid) added that the concede ensues when policy makers permit the existence of regulations so long as influential political groups' interests are favoured, ignoring the opposition. So, in that context, regulatory capture is exactly connected to affecting regulatory and legislators' agencies so that their legislation and policies become biased towards self-interested gratification.

This theory is critical in describing the way regulatory bodies and political influence interrelate with regard to NPS's efficient operations view being captured. Mainly, in circumstances where there is an interest from the political class, the security apparatus can push for law enactment via parliament, which will force the NPS to behave in their favor, hence conceding security services. This theory emphasizes group interests that are centered on enriching themselves rather than public interests. Nonetheless, the previous lack of checks and balances on police oversight created a significant chunk of problems (Stodiek, 2006).

Government agencies have been created to safeguard and benefit the community. These agencies, while performing their duties, tangential towards industry benefit. Actually, these agencies are "captured" by the industry players they regulate. The Capture theory of regulation indicates that the regulator from the government is the decision "head" in a monopolistic industry. There is even a scene where the agency employees are drawn from one industry or another and absorb the members of the agency from their workforce. When that happens, as a substitute for encouraging efficiency, the agency advances an inefficient resource allocation conduit (Maria, op cit).

A study by Pino and Wiatrowski (2006) on policing democracy in developing countries established that a community is associated with power over-concentration in organ of government losing reforms incentives. A study carried out by Bayley (2001) on police democratization in the developing countries depict that government's independent players, keeps the government in check by pointing abuse of office from senior police officers, whistleblowing and facilitating the discharge of police mandate and adherence to the rule of law, thus police become very efficient in security services provision.

The government habitually establishes agencies (commissions) to regulate and oversee specific industries. A problem arises as the commissions charged with regulation act not in the interest of the general public but in the interest of the regulated organizations (Daniel & Moss, 2014). The organizations are also pressured and affected by the regulatory body. Although these regulatory agencies were purposefully established to

protect the public good alongside organizational activities, that protection intuition is frequently not realized, implying a state of capture on the regulator by the regulated organization.

Regulatory agencies have a colossal undertaking of comprehending the principles of an organization upon which they are the regulator. Unfortunately, wealthy people with knowledge of organizational activities in industries such as scientists, technical support staff, executives, and managers. Regulatory capture is a common government function failure in which regulatory agencies become docile to the industry they regulate and monitor (Maria, *ibid.*).

Dalbo (2006) asserts that in offering more profound intuition, the objectives were evaluated by adopting the regulatory capture theory. The theory that was primarily developed for public benefit serves in a way to benefit the market under its control. So, a country can restrict and restrain agency regulations, leading to the difficulty of attaining freedom from the manner of operation. When such freedom is regulated in the police service, Westergren (2016) alludes that there may be challenges in actualizing and executing the service to society. This is because it may have been captured and started to progress in its own interests, overlooking the interests of citizens.

However, the foremost criticism of the regulatory capture theory is that it itself does not assure the quest advocated for under objectives because personal interests can influence

regulators (Maria, idem). More detractors have disapproved of the achievability of the theory, disputing that awareness efforts could sometimes not influence or capture the resolve of the regulators. In its originality and practice, this theory comes not from economics and law but from the political science realms of governance and administration (George, 1971). Therefore, it is useful in addressing issues beyond the law. Daniel and Moss (2014) in their critique argued that capture theory has thus been alleged – perhaps quite plausibly – to play a significant role in the significant governance crises of our time. Understandably, this weakened public trust in government and contributed to a sense that our governance system could not meet the challenges it faced. However, regulatory capture is not always and everywhere the devastating problem it is often portrayed to be. In some cases, good regulation did prevail, despite the special interests.

The ideal way of achieving a balance is by minimizing political influence and improving transparency and accountability in controlling decisions while grooming an integrity culture. Excellence and increased transparency significantly improved information sharing between regulators and regulated firms, as well as between regulators and politicians. However, an enhancement of the theory acknowledges the fact that meager performance from the regulatory process is not due to unhitch in objectives achieved nor inadequacy of the process, but rather to insufficient performance or procedures during reform regulation. It justifies, therefore, the embracement of the new management theory, which complements and deals with limitations in principal agency, stewardship, and

regulatory capture theory with the view of leading to reforms. The Regulatory Capture Theory is represented schematically as shown in Figure 2.3.

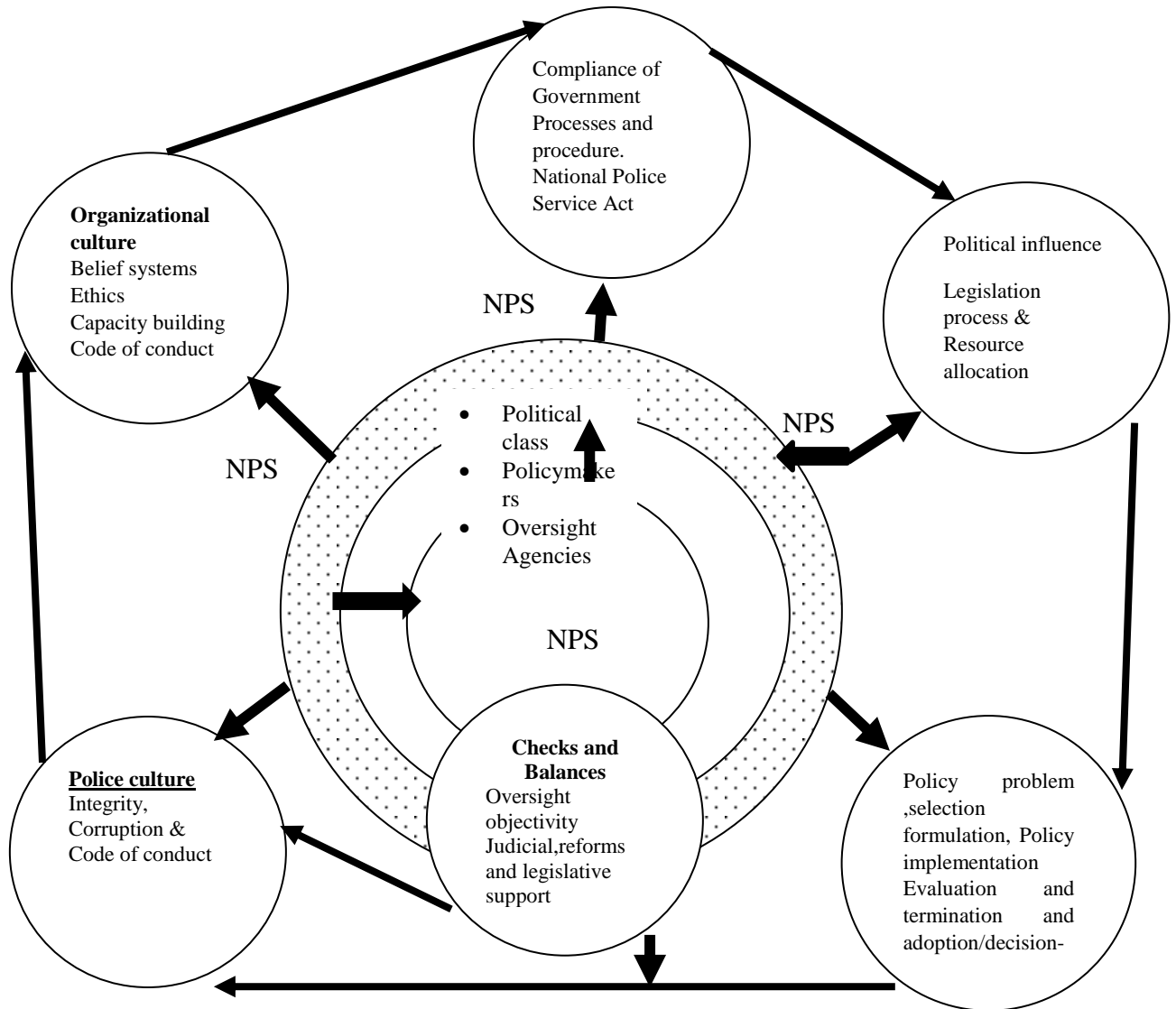


Figure 2. 7 The Regulatory Capture Theory model

Source: Black and Murray (2019) & Researcher (2020)

2.9.4. New Public Management theory

Public management theory emerged between 1980 and 1990, during the rise of neoliberal ideas in the US and UK, and the rise of the "new right intellectuals" to power (Simonet,

2014:167). It was proposed by Hood (1991) that in order to reduce the power of public service unions, increase regulatory transparency and accountability, and address perceived inefficiencies of public enterprises, the private sector should be involved in restructuring the state (Rahman et al., 2013).

New Public management theory, often linked to doctrines of economic rationalism, was meant to upgrade the quality of public service, minimize public expenditure, boost efficiency, effective accountability, transparency of operations, bolstering decision making towards effectiveness and making policy implementation more effective (Mongkol, 2011). The notion that monopolistic public bureaucracies are propagated and consistently inefficient motivated the development of the New Public Management Theory (Andrews, 2012). It symbolize a set of ideas, practices and values focusing on mimicking private sector concepts and techniques, a paradigmatic break away from the traditional model of public administration and to create a new label of governance (Hood, 1991; Basheka, 2012; Baguma, 2017; Wagana, 2017).

Hyndman and Lapsley (2016) argued that public sector reforms are anchored on new institutional economics and managerial theories. New Public Management theory has encompassed a wide range of areas of governance in the public sector. These areas are; creating autonomous agencies, restructuring and the setting up of overall strategy, showing value for taxpayers' money, introducing competition in the public service, client responsiveness, devolving service delivery and bolstering transparency, accountability,

inclusiveness productivity and improved service delivery (Zungura, 2014; Baguma,2017). NPM, therefore, calls for a reduction in the exclusive reliance on public bureaucracy for service delivery to a system that advocates for increased use of the private sector and Non-Governmental Organizations (NGO's) as alternative mechanisms of service delivery (Basheka, 2012; Baguma, 2017).

In the international current age trends, there is the emphasis on the need to restructure governments, so that entrepreneurial spirit is cultured in transforming the public sector to eradicate traditional bureaucracies' models (Ekundayo, 2017; Baguma, 2017). Gumede and Dipholo (2014), cited by Wagana (2017), demonstrate that New Management theory took the trajectory of viewing the public sector as a market for productivity and managerialism as a governance approach that realized productivity gains. This theory tried to resolve equity, participation, inclusiveness, transparency, accountability, the rule of law, efficiency and effectiveness, taxpayers' value for money and a responsive public service (Ekundayo, 2017). Provisional incentives encouraged increased output from each employee and revenue surge incentive for organizations. Ethical codes of conduct within organizations are also emphasized (Dunleavy et al., 1997).

New Public management theory is relevant to this study, as it informed Governance mechanisms and security service delivery variable. The theory advocates for accountability, transparency, effectiveness and efficient responsiveness in the processes under public service. This study draws from the theory of New Public Management in

understanding the influence of governance mechanisms on security service delivery. The broad idea of New Public management theory is the use of market mechanisms practices in the public sector to make administrators and service providers more responsive and accountable (Hughes, 2012; Mongkol, 2011).

Ani and Antonie (2013) posit that New Public Management Theory is results oriented. Those outputs need to be monitored for the success of an organization. The theory emphasizes that the government should put in place governance mechanisms to increase efficiency, transparency and accountability in security services delivered by NPS. The rationale for establishing National Police Service was to ensure efficient security service delivery. Therefore, the NPS needs to perform effectively to achieve great results and to prove to be efficient. In this regard, Governance Mechanisms are essential tools for new public management reforms in improving the quality of security services and increasing the quality operations in NPS. New Public management theory addresses Governance Mechanism (independent variable) in relation to the security service delivery (dependent variable) to strengthen the existing paradigms and propose new paradigms towards improved security services provided by NPS. Therefore, New Public Management Theory is evident in the NPS's desired quality of security services. In addition, New Public Management Theory provided a foundation for predicting the link between Governance Mechanism and security service delivery deliverables. New Public Management Theory can be represented diagrammatically in the Magic Triangle of NPM as follows in figure 2.4.



Figure 2. 8 New Public Management theory model (Results-Based Accountability, Outputs, Outcomes and Key Performance Indicators)

Source: Researcher (2020)

New Public Management Theory is a combination of approaches and techniques that can be applied collectively or partially depending on each country's situation and needs (Mongkol, 2011). However, the NPM initiatives fall into three categories: administrative modernization, market-oriented developments, and customer satisfaction mechanisms. NPM intends to achieve these three goals by modernizing the administrative structure and introducing market elements and mechanisms that increase customer satisfaction. This informed the study's theories, resulting in governance mechanisms suitable for NPS to deliver quality security services. The outcome should be efficient, effective, transparent, and accountable for the quality of NPS security services.

However, this theory has been heavily criticized for its flaws in centralization-decentralization-paradox (Kaboolian, 1998; Khademian, 1998 as cited by Mongkol, 2011; Baguma, 2017). This empowers public managers to control programs, potentially concentrating decisions. In this situation, the new public management theory promotes decision-making centralization rather than decentralization (Baguma, 2017). This critique concerns the use of private sector management techniques in public sectors. Despite the new public management's advocacy for private sector management techniques, there are risks in adopting some private sector practices, especially the concept of treating people as "customers" rather than "citizens" (Wagana, 2017; Baguma, 2017). Singla and Singh (2018) asserts that aspects, concepts, and ingredients of NPM elements have also been linked to unhealthy breeding, corruption, and political control, despite the fact that they are applied differently in different countries and times (Pollitts, 2003; Tambulasi, 2005). Theoretically and practically, adopting a new public management model means discrediting traditional management systems.

2.10. Summary of Literature

Governance mechanisms and quality security services are critical for a nation's holistic growth. Previous studies have not established how governance mechanisms influence NPS security services in Kenya. The studies available also lean towards corporate governance and performance in general (Kurdi, 2016; Eid, 2015; Wagana, 2017). Also, studies on security are based on human rights. These studies did not focus at governance. Instead, they focused on corporate governance, accountability, and human rights abuse. Other studies on security have focused on the Kenyan police service rather than the NPS as a whole (Mboroki, 2013; Chtalu, 2014). Most related research also focused on macro

levels of analysis rather than micro levels. According to the literature review, there is dearth of evidence on any study on governance or security which has investigated a combined Kenya's police service, administration police service, Director of criminal investigation unit, and non-police agency (Kiraithe, 2011, Kamau, 2017). To establish the link between governance mechanisms and NPS security services in Kenya, this study helps. Literature gaps established is represented below under in table 2.1.

Table 2.1 - Summary of Literature Review and Gaps established

Author and Year	Title of the study	Variables	Findings	Methodology	Theory	Identified Research gaps
Kamau (2017)	Influence of security governance on the quality of law enforcement in Kenya.	I.V: Security governance D.V. Quality of law enforcement	The study established that Administrative structures, regulatory structures, resource allocations, operational processes and citizen participation all significantly and positively influence the quality of law enforcement in Kenya.	The descriptive survey research design that was also cross-sectional	Four theories: Leader-member exchange (LMX), Contingency, Resource-Based Theory and the Governance Theory	The current study adopted three theories: Stewardship, principal agency and regulatory capture theory. A descriptive and explanatory design that was purely cross-sectional were also adopted.
Daoud (2014)	The Effect of Internal Corporate Governance Mechanisms on Corporate Performance	I.V Internal Corporate Governance Mechanisms D.V Corporate Performance	Corporate governance mechanisms affect company performance highly in the medium to long term, but the short-term performance does not necessarily depend on governance.	Statistical Package for Social Sciences (SPSS) Descriptions was used to describe the variables.	Agency, stewardship, Shareholder and Stakeholder	The study also lacked research design and philosophy. The current study used pragmatism philosophy, descriptive and explanatory

						designs.
Gidey (2017)	Security Management in Gambella: Legal Framework and institutional setup	I.V Security Management D.V Framework and institutional setup	Government officials were not accountable, and the decision-making process was accomplished in a concealed manner and Internal Security management in the region was practically performed in an unorganized way, hence low-security services.	qualitative research approach,	No research theory	The research lacked any theory, whereas the current study utilized three theories: Principal agency, Stewardship and regulatory theory.
Kiraithe (2011)	Effect of Management of strategic change on service delivery in Kenya Police service.	I.V Management of strategic change D. V service delivery	Successfully implemented the planned change in areas where the organization was in total control; however, the institutional framework of legislation needs to be strengthened for quality services.	Applied a case study research design. The unit of analysis is Kenya police.	Models of Strategic Change Management: Action Research, Three Phase and Kotter's 8-Step Change Process Model	The study found out that the institutional framework of legislation needs to be strengthened, whereas the proposed study utilized governance mechanisms to fill that gap.
Helao	An evaluation	I.V	Good governance	qualitative	Agency	The study

(2015)	of good governance and service delivery at sub-national levels in Namibia: the case of the Oshana region	governance structures and practices D.V Service delivery	practices improve public service performance and ultimately enhances service delivery, whereas inappropriate governance practices by some public institutions delay service delivery.	research design	theory	used governance practices as I.V, whereas the current study used governance mechanisms. They also used a quantitative approach, whereas Descriptive and explanatory was utilized.
Sulaman et al. (2016)	The impact of corporate governance mechanisms on firm performance in Pakistan	I.V corporate governance mechanisms D.V firm performance	These studies reveal that firms with robust corporate governance mechanisms seem to be more successful than weak corporate mechanisms.	A multiple regression analysis was employed.	No specific research theory	The study lacked a specific research design and theory
Obiora and Akpunonu (2019)	The study of the role of check and balance on the performance of police service	I.V check and balance D. V performance of police service	Power should be centralized and accumulated in one branch of government, and that the role of each unit should be strengthened and	A descriptive research design Data analysis was done using descriptive statistics	No theory echoed	The study used descriptive design while the current study used cross-sectional. The

			enhanced.			study failed to be anchored on any theory causing a theoretical gap.
Sidney (2017)	The role of policy formulation as a policy alternative in solving state problem,	I.V policy formulation as D. V solving state problem	The findings indicate that setting a clear policy agenda and identification of policy limitations affects security service delivery.			The research, however, failed to be anchored in any theory
Lapke and Dhillon (2020)	A Semantic Analysis of Security Policy Formulation and Implementation: A Case Study	I.V Security Policy Formulation. V Implementations	How security policy is created and implemented is fraught with potential problems that are difficult to measure. What a security officer may have intended could be worded to imply a completely different intent.	case study	Theory of Semantics.	The study used a case study and theory of semantics while the current study used cross-sectional and three research theories: principal agency, stewardship, and Capture regulatory theory

Waikenda (2019)	Corporate governance and performance of county governments in Kenya	I. V Corporate governance D. V performance	The study concluded that the political environment as a moderating variable influences county performance positively. Further, regulatory bodies had the most significant effect on the Performance of county governments.	A descriptive and explanatory cross-sectional survey Method The unit of analysis was the county governments. stewardship theory, the agency cost	Stewardship, the agency cost transaction cost economics and stakeholder theory	The current study unit of analysis was specific to the National police service and only focused on delivering the security service as a function of the national government. It also used three theories from a different perspective. The sample size was determined in purposive, strata and Random sampling
Woldekidan (2016)	An analysis of the influence of politics on policing in Ethiopia	I.V politics D.V policing	Government policies are politically driven and formulated by the party in power, thus making politics create and direct	Used three research approaches: qualitative, quantitative and mixed-method.	The research has no theory specified.	The research lacked a theoretical approach, while the current study

			police institutions to fulfill their interest at the expense of security services in the country.			incorporated three theories.
Tuhafeni H. (2015)	An evaluation of good governance and service delivery at sub-national levels in Namibia: the case of the Oshana region	I.V good governance D.V service delivery	The study found out that the Namibian government exercised good governance practices and provided essential services to citizens. Nonetheless, inappropriate governance practices by some public institutions delay service delivery.	Qualitative the research approach was utilized, and the study was mainly exploratory	Mercy Corps Good Governance Framework Model	The study failed to connect well with governance theories which the current research exemplarily brought out and connected well with service delivery and used a different research design.
Owoko (2017)	The effect of policy reforms on leadership in Kenya police service	I.V Policy reforms D.V Police leadership	Organizational structure, police-community relationship and organizational culture influenced police service.	Descriptive survey research design.	Functional leadership theory	The study failed to show Clearly if culture influences police services.

Willis and Mastrofski (2017)	Understanding the culture of craft: lessons from two police agencies	I.V Culture I, V police services	Feature of cultural police, that is, traditional police culture, indicated an insignificant relationship with service delivery and the rush to judgment nature of police and preoccupation of coercive tactics.	Descriptive survey	No specified research theory	Contextual gap such that it was done in a developed country and further study should be conducted in a developing country such as Kenya
Larry (2018)	Police culture and decision-making	I.V Police culture D. V decision making	Police culture shapes attitudes and opinions about communities and people in a police jurisdiction, leading to barriers for officers' acceptance of training initiatives to implement new methods of dealing with the public.	Qualitative phenomenological study. Adopted Colaizzi's data analysis method	Acker's theory of social structure social learning	This study examined police culture as a mediating variable rather than an independent variable
Mathenge (2014)	An Empirical study to Measuring Corruption and Integrity in Kenyan Police Agency: An Ethical	I.V Ethics D.V Police Corruption	Results indicate a significant relationship between ethics and corruption in the Kenyan police force. In this regard, there is a need to inculcate	Data was analyzed through descriptive statistics, multiple regression analysis and correlation analysis.	There is no research theory attached to the study.	The study falls short of any research theory and used culture as I.V, whereas the current

	Perspective		ethical integrity into the whole process of police administration in Kenyan Police Agency.			study used culture as meditating variable.
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Source: Researcher (2020)

2.11. Conceptual Framework

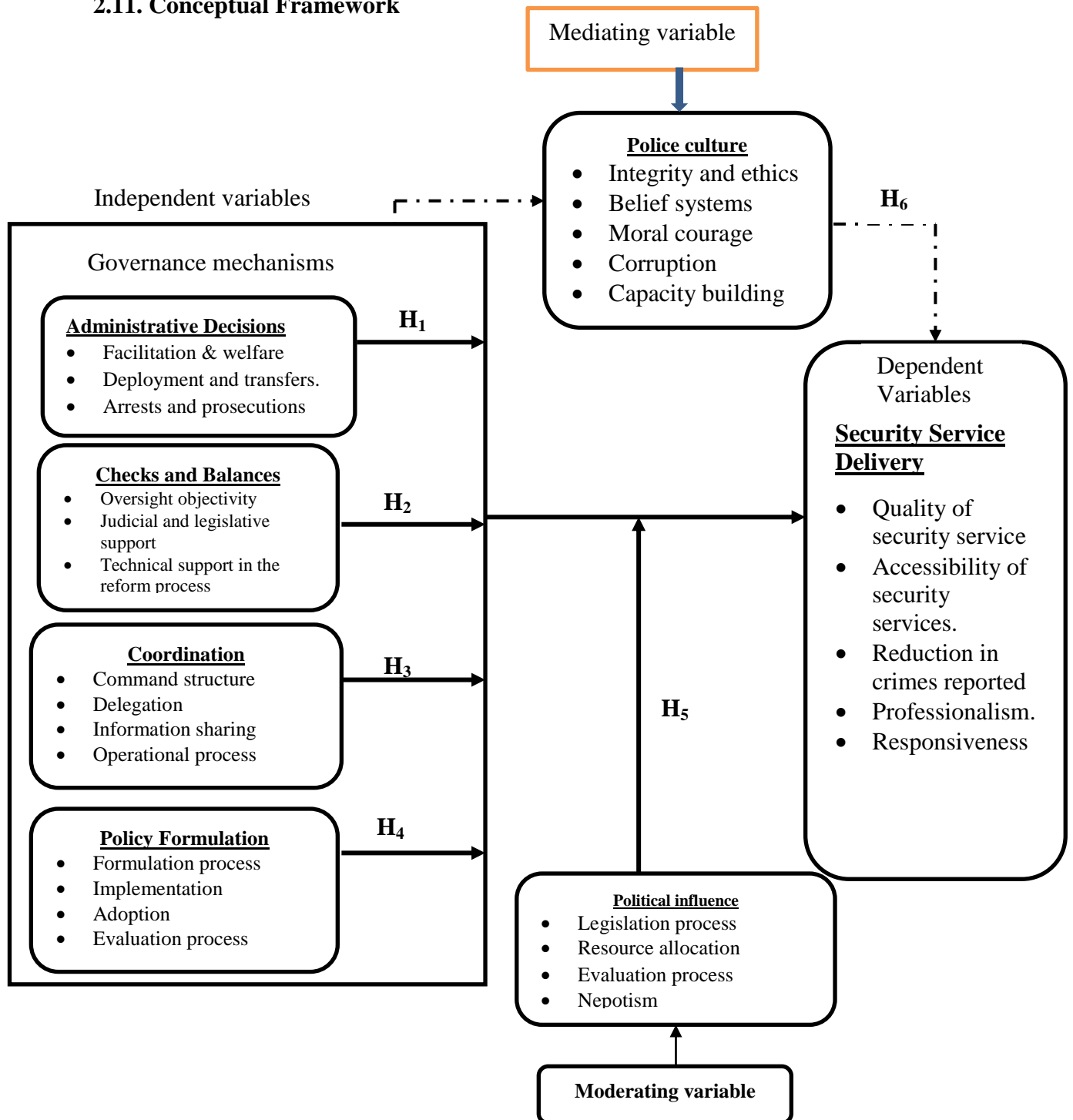


Figure 2. 5 Conceptual Framework showing relationships between the study variables

Source: Researcher, (2021)

The conceptual model presented in figure 2.5 represented the association between research variables which underpinned the study. The overall predictor variable is governance mechanisms associated with four specific predictor variables, namely: administrative decisions, checks and balances, coordination and policy formulations in NPS. Police culture is evaluated as a mediating variable, while political influence is evaluated as a moderating variable. Security service delivery is the dependent variable.

The conceptual framework illustrated in figure 2.5 was grounded on the consolidation of the theories that explain the association between governance mechanisms and security service delivery as presented in the literature review. Mechanisms of governance emanating from administrative decisions are evaluated for facilitation and welfare, deployment and transfers, arrests and prosecutions. Checks and balances are evaluated by the influence of external and internal measures. Under police oversight from relevant government bodies, the Independent Police Oversight Authority (IPOA) is included. Coordination is measured by the delegation of duties on various security organs, the command structure, the operational process, and the flow of information within the NPS. Simultaneously, policy formulation is evaluated by the policy formulation process and the evaluation processes of the NPS policies.

The security service is the response variable that is measured by responsiveness, security service efficiency, accessibility, the number of crimes reported, and the level of citizen satisfaction. The mediating variable for the study is a police culture that evaluates moral courage, integrity, and corruption. The existence or absence of political class interference

in the allocation of financial, technological, and human resources, legislative process, nepotism level, and political rule is used to assess the moderating variable.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

This chapter outlined the research philosophy, design, site and target population of the study, sample size for respondents and sampling procedure. It also elaborates on the methods for data collection, analysis and presentation.

3.2. Research Philosophy

According to Dieronitou (2014) Lincoln et al. (2011) as quoted by Kaushik and Walsh (2019), research philosophy is essential assumption, foundational knowledge and fundamental set of beliefs that direct actions and express how a researcher visualizes world events. This is done by depositing the foundational knowledge that shapes, aligns and differentiates the researcher's perspective about the nature of knowledge and reality applicable in a particular study area (Saunders et al., 2009 as cited by Mayer, 2015; Kivunja & Kuyini, 2017). Research philosophy provides a basis for the data captured, analysis purposes and applications (Dieronitou, 2014). There are various philosophical paradigms applicable for each particular type of a study. The main research philosophy paradigms include: pragmatism, interpretivism, realism and positivist paradigms.

This study utilized pragmatism as an integrated, coherent paradigm. It exemplified ontological, epistemological, and axiological facets (Shaw et al., 2010) Pragmatism can help achieve desired results by combining quantitative and qualitative methodological paradigm continuums (Brierley, 2017; Mitchell, 2018; Kaushik & Walsh, 2019). According to Creswell (2014), pragmatism allows for many assumptions, approaches,

methods, and models in data collection and analysis. Pragmatism is all about "what works" (Creswell, 2014). This philosophy seeks meaning and truth through the effects of vital components concepts and behavior (Maarouf, 2019). Its axiology is value-free and its approach is both deductive and inductive. Its research approach is mixed (Creswell, 2014).

Creswell and Hall (2014) assert that pragmatism is oriented towards a diversity of methods for solving real-world problems rather than pure assumptions about the nature of knowledge. Pragmatism fosters a transparent platform for justifying beliefs and an array of concepts and practices for inference (Suter & Cormier, 2013). Pragmatism is the standard that can win the "paradigm war" as well as a philosophy for mixed research approaches. Making it successful among other research philosophies requires resolving the quantitative-qualitative paradigm debate (Maarouf, 2019).

As cited by Kaushik & Walsh (2019), Morgan (2014a) emphasizes that pragmatist's focus on the extent of experience, unlike other philosophies that stress the nature of reality. Thus, the pragmatism philosophy informed and enabled the researcher to use integrated multiple and mixed research designs, data collection methods, data analysis approaches, and multiple models for modeling and testing variables while considering respondents' opinions and experiences.

3.3. Research Design

According to Saunders et al. (2009), as cited by Mayer (2015), no single design is perfect and exists in isolation. He argues that complementing different designs in a study enables triangulation and increases the validity of the findings. This study employed explanatory and descriptive survey designs, which were purely cross-sectional to achieve the best and reliable results. Because the data gathered was holistic, contextual, and rich in details to test variables, the descriptive research design enabled the researcher to produce an accurate profile of factors, events, and situations (Njoroge, 2015; Eriksson & Kovalainen, 2008; Mugenda and Mugenda, 2003).

Explanatory research provided cause-and-effect relationships between variables. It clarifies the importance, nature, and direction of a relationship between two or more variables (Bryman & Bell, 2007; Cooper & Schindler, 2008). The design also revealed the strength of the relationships between the variables (Kothari, 2004; Mugenda & Mugenda, 2008).

The cross-sectional design reduced data collection costs (Saunders, Lewis, & Thornhill, 2009). This approach enabled the researcher to concretize the variables at a glance and provide coherent findings in little time (a time point) at a relatively affordable cost in which Quantitative and qualitative data was employed. Other scholars for instance Njoroge (2015), Kiiru (2015), Ndonga (2016), Kibua & Mwabu (2016), Wei-qing & Shi (2010) used explanatory and descriptive surveys which were purely cross sectional with

satisfactory results, increasing confidence in utilizing this design. For reasons of privacy, due to sensitivity of the study, this design allowed respondents to quickly express their views, experiences, and suggestions on how governance mechanisms affect NPS security services.

3.4. Unit of Analysis and Observation

The study investigated administrative decisions, checks and balances, coordination, policy formulation, police culture, and political influence as units of analysis. The observation unit included national police officers drawn from the administration, Kenya police and DCI units as well as Non police agencies including: IPOA,IAU, community policing and National police commission service Kamau (2017) recommended that research be conducted in enjoined police forces (NPS) to establish other governance issues that influence the quality of security in Kenya.

3.5. Study Site

The study was conducted in NPS and Non police agencies headquarters located in Nairobi City County. Nairobi remains Kenya's administrative, commercial, and economic hub for operations in East and Central Africa (Chtalu, 2014). It covers 696 km² and has 4.397 million residents spread across 17 sub-counties (Kenya Bureau of statistics, 2019). The International Civil Service Commission ranked Nairobi as one of the world's most insecure cities, assigning it a "status C." The study focused on NPS and non-police agencies, plus two sub-counties (Kamukunji and Embakasi East). The quality of NPS

security services is determined by how the headquarters approaches governance and security. This is so because all police governance mechanisms revolve from the National Police Service headquarters. Previous researchers have noted the suitability of the headquarters (Nairobi) for security research (Chtalu, 2014; SRIC, 2012).

3.6. Population Targeted

The study targeted non-police agencies at various management levels as well as NPS officers from the Administration Police Service and Kenya Police Service. It included policymakers, implementers, and operational officers from the National Police Service. The study targeted 274 KNPS officers, 121 APS officers, 241 DCI officers, 21 IPOA staff, 34 NPSC staff, 24 community policing leaders, and 25 IAU officers, totaling 742 officers (Inspection Report, 2020). The NPS population was divided into Gazetted, Inspectorate, Non-Commissioned Officers/Constables, and Non-Police, as shown in the sampling frame Table 3.1.

Table 3.1 Sampling Frame/Population

Category/ Rank	Target Population $n_i = \left(\frac{n}{N}\right)N_i$	Percentage (%)
Gazetted Officers	40	5.39
Inspectorate	123	16.58
Non-commissioned officers (NCOs)	191	25.75
Constables	284	38.27
Independent Police Oversight Authority (IPOA)	21	2.83
National police service commission (NPPC)	34	4.58
Community Policing	24	3.23
National police service internal affairs unit IAU	25	3.37
Total	742	100

Source: HR & Inspection Report, (2021)

3.7. Sampling Techniques and Sample size

3.7.1. Sampling Techniques

A combination of Stratified, purposive and random sampling techniques was employed to select the required sample size as supported by Teddlie and Yu (2007), Suri (2011) and Sharma (2017). The choice of stratified sampling was to address the impact of different cadre in terms of their responsibility. The choice of purposive sampling was to sample two sub-counties within Nairobi County that recorded higher insecurity rates (NPS annual crime report, 2020). Further, purposive sampling facilitated the acquisition of relevant information from the senior officers (gazetted) and Non-Police agencies to provide valuable data to balance responses from the other respondents randomly sampled. These were of relevance since effective police accountability supposes that independent

state organs check the police to gauge public confidence and security service delivery. Such Non-National Police Service bodies include IPOA, NPSC, IAU and Community Policing. The choice of random sampling was for officers in the inspectorate, non-commissioned officers and constables. This allows for equal opportunity to the respondents. The integrated sampling was conducted and provided reliable data sufficient in responding to the research tools.

3.7.2. Sample size

Yamane, (1973) formula calculated the overall sample size.

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

Such that;

n: Sample

N: Population

e: Margin of error, at $\pm 5\%$.

$$n = \frac{742}{1 + 742(0.05)^2} = 259.89 \cong 260$$

The sample size was 260 respondents.

Within the strata, the proportional allocation was employed to capture the different cadre in NPS and management levels in Non-Police agencies. Cochran (1977) formula for proportional allocation below:

$$n_i = \left(\frac{n}{N} \right) N_i$$

Where

n : Sample size from the first formulae

N : Sample population from the first formulae

n_i is the sample size from stratum i .

N_i is the target population for stratum i .

Table 3. 2 Sample size

Strata	Category/rank	Target population $n = \frac{N}{1 + N(e)^2}$	Sample size
Kenya police service	Gazetted Officers	10	4
	Inspectorate	27	9
	Non-commissioned officers (NCOs)	48	17
	Constables	53	19
Subtotal		138	49
Administration police service	Gazetted Officers	6	2
	Inspectorate	33	12
	Non-commissioned officers (NCOs)	18	6
	Constables	43	15
Subtotal		100	35
DCI	Gazetted Officers	21	7
	Inspectorate	45	16
	Non-commissioned officers (NCOs)	78	27
	Constables	97	34
Subtotal		241	84
Selected Sub Counties with higher rates of insecurity in Nairobi County			
Kamukunji sub-county	Gazetted Officers	2	1
	Inspectorate	11	4
	Non-commissioned officers (NCOs)	27	9
	Constables	53	19
Subtotal		93	33
Embakasi East Sub-county	Gazetted Officers	1	1
	Inspectorate	7	2
	Non-commissioned officers (NCOs)	20	7
	Constables	38	13
Subtotal		66	23
NON-POLICE AGENCIES	LEVEL OF MANAGEMENT	Target population	Sample size
IPOA	Top-level	7	2

	Lower level	14	5
Subtotal		21	7
National police service commission (NPPC)	Top-level	2	1
	Lower level	32	11
Subtotal		34	12
Community Policing	Top-level	3	1
	Lower level	21	7
Subtotal		24	8
National police service internal affairs unit (IAU)	Top-level	6	2
	Lower level	19	7
Subtotal		25	9
Grand Total		742	260

Source: Researcher (2020)

3.8 Research instruments

The study used questionnaires and interview guides to collect data, as suggested by Flick (2014) and Erzberger et al. (2011), who claim that triangulation allows for cross-validation of multiple research instruments. Using multiple data sources and collection techniques increases the reliability of results and allows for multiple meanings and interpretations to be used in data analysis (Flick, 2014). Primary data was gathered using self-administered questionnaires, structured and semi structured interviews (see appendix VI). The closed and open-ended questionnaires were used to explore the respondents' observations, opinions, and views on the variables under study. This method was chosen due to the technical nature of the scale and the need to ensure respondents' reliability while maintaining confidentiality (Yin, 2014). Closed-ended questions used a Likert Scale with a 5-point scale. Also, as stated by McLeod (2019), the response intensity is linear from a Likert scale, assuming that attitudes can be measured since it discourages respondents from guesswork, ensuring reliability and suitability for large studies (Mircioiu, & Atkinson, 2017). Likert scales assess quality, importance, frequency, and

likelihood in addition to agreement or disagreement. Quantitative data obtained means the data can be analyzed relatively easily.

Semi-structured interviews were used because they allow for in-depth data collection from target respondents on a variety of topics (Kothari, 2004). The research tools allowed respondents to respond without providing possible answers. This allowed respondents to explain without influencing their aptitude, opinions, voice, or experience. The responses' relevance added value to the quantitative data collected from closed-ended questions (Züll, 2016; Glasow, 2005). The research tools were given to various groups of the population under study. The researcher kept track register of all research instruments sent and received.

In addition to primary sources, the study utilized secondary data by correlated the study findings with unpublished and published research on governance and other private and government reports. The sources complemented the primary data.

3.9 Pilot Testing

Pilot testing facilitates the evaluation of dependability, validity and reliability of research tools, a pre-test and pilot survey was conducted. Kothari (2004) assert that a pilot survey is a replica and a rehearsal of the main survey. The pilot study was organized and conducted from NPS headquarters and Non-police agency (Community policing) with respondents drawn from different stations within Nairobi County but not in the main

research site. The findings for the pilot study enabled the researcher to restructure the interview schedules and questionnaires and ensured that the study adequately addressed all objectives. A pilot test detects weaknesses in instrumentation and design, providing proxy data to get a sample out of probability, a concept which was useful to this research study (Cooper & Schindler, 2010).

The research tools were evaluated in a pilot study of 26 respondents. This represented 10% of the sample size recommended by social researchers (Mugenda & Mugenda, 2008), Gay (1981), who asserts that at least 10% of the study population is an appropriate sample size for the research. Kilemi and Wamahiu (1995) also approved the 10% formula for pilot study. Before conducting the actual data collection a pilot study of 20 questionnaires was organized and conducted from National police service with respondents drawn from different police stations within Nairobi County but outside the National police headquarter which was preserved for the main study. To cater for Non-police agencies 6 interview guide for the same was conducted and respondents drawn from community policing members in Langata Sub County. Therefore the 26 respondents in pilot study were not part of the sample size but were within the target research site. This is consistent to Mugenda and Mugenda (2008), who recommends that a representation of 10% of the targeted population is generally recommended for pilot study in social researches. Section 3.9.1 presents the validity and reliability of the study. The two tests on the collection instruments proved the adequacy and sufficiency of both the questionnaires and interviews; hence they were suitable for use in the study.

3.9.1 Validity of Research Instrument

Validity refers to the meaningfulness and accuracy of inferences grounded on the research findings. That is, how well an instrument evaluates what it is intended to evaluate (Kothari 2004; Babbie & Mouton, 2012). A validity test for the instrument was conducted to ensure that the questionnaire items are clearly itemized presents the same understanding among respondents and offers an idea of the approximate time taken to complete the questionnaire. Middleton (2020) suggests that the validity of an evaluation can be measured from Construct, Content and Face validity perspectives. Each type can be evaluated through expert judgment or statistical methods. Pelissier (2008) contend that validity can be categorized into five types; Construct, Face, Formative, Criterion-Related and content (sampling) Validity. The study enlisted the five types as suggested by Pelissier (2008) and grouped them into three according to Middleton (2020).

As described by Zohrabi (2013), Potter and Levine-Donnerstein (1999), face validity dealt with the researcher's subjective evaluation of the validity of the measuring instrument and the extent to which the researcher believes in the appropriateness of the instrument. The research study enriched its research instruments other related studies and concepts a wide range of related literature.

During the test for face validity, both the questionnaires and interviews were subjectively and objectively evaluated by the researcher with the help of the supervisors. This determined the appropriateness of the study instruments. Proper and contextual wordings

in the research tools were evaluated and adjusted appropriately. In addition, the researcher depended on other research instruments and concepts generated from a wide range of other relevant studies.

Donald and Pamela (2001) posit that Content validity refers to how well a measure "covers" the construct of interest and is determined by expert judgment. Content validity (Sampling Validity) ensured that coverage for the construct in the research area is immense. Since all elements and items within a phenomenon cannot be evaluated with a single measure, essential elements and items were selected by random and purposive sampling methods, from objectives of this research study. In this study, validity was achieved through an expert judgment of the research supervisors. The research supervisors reviewed and proposed adjustments to the research tools that were necessary. They indicated the item was relevant, thus providing information to improve specific aspects of the study. The responses considered the content validity index by Lawshe (1975) as used by Amin (2005).

Concerning content validity, the research instruments were verified by supervisors to ensure that all areas and variables in the study objectives are well covered. On computation, the content validity ration (Lawshe, 1975) formula gave;

$$\text{Content Validity Index} = \frac{(\text{No.of judges declaring item valid})}{(\text{Total No.of items})}$$

For the Questionnaire;

$$\text{Content Validity Index} = \left(\frac{94}{113}\right) \times 100\% = 83.19\%$$

For the Interview;

Content Validity Index = $\left(\frac{26}{34}\right) \times 100\% = 76.47\%$, with the content validities of more than 60%, as recommended by Amin (2005) and Wagana (2017), the instruments were valid and sufficient for this study.

Construct Validity refers to assessing the appropriateness of an evaluation tool to evaluate the objectives being researched, how well a researcher translates ideas or theories into actual measures (Middleton, 2020; Kiiru, 2015). Construct validity was ensured by the operationalization of terms, reviewing empirical and theoretical literature with consultation of experts view point to portray the theoretical assumptions guiding the development of a conceptual framework.

Construct validity in this study was effectively facilitated through the operationalization of terms, development of the conceptual framework and with the involvement of supervisors and other experts in research methodology closely familiar with the research instruments, empirical literature and research theories of the study. It was verified by comparing the test to other tests that measure similar qualities to see how highly correlated the measures are. Woldekidan (2016) used the same threshold and achieved reliable results.

3.9.2 Reliability of Research Instrument

Reliability is the instrument's ability to produce consistent results over time (Kipkebut, 2010; Bryman, 2013). A measurement instrument's reliability was determined by its ability to produce the same answer under the same conditions. Reliability is the ability of

instruments to produce consistent results over time (Babbie & Mouton, 2010:119). The instrument was reliable because respondents gave the same response repeatedly. Indicator consistency improves with instrument reliability (Kothari, 2009). However, as Middleton (2020) points out, reliability alone is not enough. Measures must be valid and reliable.

This study utilized Cronbach's Alpha Coefficient from split-half correlation to determine whether the variables met the required range. The acceptable level of reliability is when α is 0.5 to 0.7 as a rule of thumb (De Vaus, 2002; Hair, Anderson, Tatham & Black, 1998; Maizura, Masilamani & Aris, 2009). Although, many scholars recommend Cronbach's Alpha value up to 0.9 in exploratory research, 0.8 or higher might indicate redundancies (Field, 2009; Hulin, Netemeyer & Cudeck, 2001; Cooper & Schindler, 2010). Cronbach's alpha (α) indicated the extent to which a set of test items were measuring a single latent variable (Sekaran, 2009). Cronbach's Alpha (α) (a number between 0 and 1) was used to rate the internal consistency, where zero indicates non-consistency and 1 shows complete consistency (Kipkebut, 2010; Kilungu, 2015). Therefore, the researcher strived for a threshold of Cronbach's alpha of 0.70 so as to realize the reliability of the research instrument, as argued by Cooper and Schindler (2010). The same threshold was used by Wagana (2017), Kiiru (2015), and Njoroge (2015). The criterion for internal consistency is that each item measures the same construct which correlates positively with one another (Kipkebut, 2010). Table 3.3 shows Cronbach's Alpha reliability.

Table 3.3 shows the Cronbach's Alpha values for the questionnaire and interview responses using the split-half method.

Table 3.3 Cronbach's Alpha for reliability

	Variables	Number of items (Cumulative)	Cronbach's Alpha (Average Alpha)	Conclusion
Governance Mechanisms (independent variables)	Administrative Decisions	22	.675	Reliable
	Coordination	38	.754	Reliable
	Checks and Balances	21	.639	Reliable
	Policy formulations	29	.684	Reliable
Moderating variable	Political influence	22	.733	Reliable
Mediating variable	Police Culture	22	.701	Reliable

Source: (Survey data, 2021)

In Table 3.3, Administrative decisions has a Cronbach's Alpha of 0.675, Coordination has a Cronbach's Alpha of 0.754, Checks and balances gave a Cronbach's Alpha of 0.639 and policy formulations has a Cronbach's alpha of 0.684. The moderating and mediating variables (Political influence and Police Culture) have their Cronbach's Alpha of 0.733 and 0.701 respectively. All the governance mechanism facets', moderating and mediating variables' Cronbach's Alpha values fell within the acceptable range of above 0.5 and not to the extreme of 0.85 to indicate redundancy. Hence, the study instruments did meet the thresholds for validity and reliability. The findings are in line with Kline (2000), Field (2009), Cooper and Schindler (2010), who contends that the acceptable level of reliability is when α is 0.5 to 0.7. It is not considered good when higher than 0.85 since it might be an indication of redundancies.

3.10 Data Collection Techniques

The researcher, with the help of two research assistants who were trained and equipped with data collection techniques, administered data collection instruments to the respondents. A drop-and-pick-later approach was used to administer the instruments, and respondents were expected to have responded to the research instruments by filling them in and returning them within one to ten working days. This response time was intended to be sufficient for respondents who may be overburdened with their responsibilities.

The researcher considered using electronic questionnaires for those respondents who, out of convenience, preferred this medium. Soft copies of the questionnaire through Google forms and Kobo Collect platforms were sent to the respondents. To match the returned completed questionnaire with those delivered to the respondents, the coding technique was used. These electronic questionnaires were quick in capturing data and were very time-effective. This study used structured and semi-structured interviews for senior NPS officers and non-police agencies. Following Connaway and Powell (2010) and Josselson (2013), structured interviews, due to their fixed nature, collected accurate responses that were easy to execute and collectively analyzed. In addition, semi-structured interviews were more flexible in probing additional information from target respondents. The researcher administered both personal and self-administered interviews.

3.11 Data Analysis and Presentation

This study focused on obtaining quantitative and qualitative data to investigate governance mechanisms' influence on security services delivered by NPS. Following guidelines on mixed methods research for quantitative analysis from Zohrabi (2013) and

Wertz (2011), an integrated mixed analysis method was used. Analysis of quantitative data uses descriptive as well as inferential analysis. The descriptive analysis involved frequencies (proportions), the measure of central tendency (mean), the measure of dispersion (standard deviation), and inferential analysis involved the Chi-square statistic for testing hypotheses and bivariate, multiple, and binary logistic regression modeling were utilized (King, 2008). The proportion measures analysis was based on frequency and percentages. The findings were presented using tables, graphs, figures, and charts for easy interpretation and understanding.

The mean described the response that most respondents gave; the standard deviation described the spread from the mean; and the proportions described the characteristics of the respondents, their level of agreement or disagreement in opinions, and their ratings on factors that hampered quality security service delivery (Livingston, 2004). The mean and proportions also helped identify governance mechanisms and elements that impede the delivery of quality security services by NPS.

Inferential statistics helped identify governance mechanisms and elements that had a significant relationship to NPS's quality of security services. Chi-square significance level aided in identifying the dependent variables (Gessaroli & De Champlain, 1996). Further, the analysis of closed-ended questions used correlation to determine the relationships, whether the relationships were significant or not, and to describe their nature and magnitude as described by Gogtay and Thatte (2017). The Pearson Chi-square

correlation coefficient, which means that the relationship was significant but otherwise not significant, was calculated. Then correlation assisted in summarizing data so that relationships and patterns could easily be interpreted and understood using SPSS software version 21.

Qualitative data was analyzed using qualitative analysis that followed content, narrative, and framework analysis approaches (Wertz, 2011; Vaismoradi, Turunen & Bondas, 2013; Gale, Heath, Cameron, Rashid & Redwood, 2013; Esin, 2011). The qualitative analysis helped to categorize the data following a content analysis approach. Also to present respondents' different experiences using a narrative analysis approach, following the study's objectives. The framework analysis approach granted familiarization, identifying a thematic framework, coding, charting, mapping, and interpreting the qualitative data to allow for descriptive and inferential analysis (Wertz, 2011). The qualitative data was presented thematically using proportion measures that showed the dynamics of governance mechanisms on security service delivery.

Further, utilizing inferential statistics, the hypotheses were tested to ascertain the significance of the four identified governance mechanisms aspects (administrative decisions, coordination, checks and balances, and policy formulations) against the quality of security services delivered by NPS. The course of rejecting or not rejecting the hypotheses determined the variables to be included in developing bivariate, multiple, and binary logistic regression equations (King, 2008). Binary logistic regression analysis best

suited a dependent variable whose response was dichotomous (with two options) over which respondents chose. The independent variables can be categorical, numerical, or both in nature (Tranmer & Elliot, 2008; King, 2008; Sarkar & Midi, 2010). Bivariate and multiple logistic regressions were used in the development of regression equations for testing moderation and mediation effects as represented in section 4.7.2.

Therefore, this study adopted a Binary Logistic regression, as it was appropriate (Midi & Rana, 2010; King, 2008). To explain how (extent of influence) security service delivery has been influenced by administrative decisions, checks and balances, coordination and policy formulations. The significance of the model developed was leveraged at a 95% level of confidence. In totality, the analysis trajectories qualified for a mixed-methods approach (Wertz, 2011; Esin, 2011; Vaismoradi et al., 2013; Gale, Heath, Cameron, Rashid & Redwood, 2013). To facilitate the Binary Logistic regression model, each coefficient for the influence of governance mechanisms on security services components was generated as represented in the empirical model's section 3.11.1.

3.11.1 Empirical model

This section provides models that were estimated and used for analyzing quantitative data. Variables were tested for their relationship to independent, dependent, mediating and moderating variables. Field (2009) proposes that there are numerous models that can be used to analyze quantitative data, including Probit, Logit, and Regression models. Probit and Logit are used when the response variable is categorical and dichotomous. The study employed Binary Logistic Regression to quantify the predictor variables' influence

on the response variable. For mediating variables, the three estimated bivariate and multiple regression equations (equations 3.4, 3.5, and 3.6) were assessed as developed by Baron and Kenny (1986). Further, two stepwise bivariate regression procedures were estimated for moderating variables as proposed by Keppel and Zeddeck (2000). The Researcher used Binary Logistic regression Model 3.1 for objective 1, 2, 3, and 4, where equation 3.1 was the base model.

a) Association between predictor variables and the response variable

To determine the influence of administrative decisions (AD), checks and balances (CB), coordination (C) and policy formulation (PF) on the quality of security services (SS) delivered by NPS, and whether each variable's linearity and significantly and even linearly influence the quality of security services, model in equation 3.1 was developed. If each of the independent variables is significant, then they are explanatory variables concerning NPS's quality of security services.

Binary Logistic Regression Model

$$SS = e^{(\beta_0 + \beta_1 AD + \beta_2 CB + \beta_3 C + \beta_4 PF)} \dots\dots\dots \text{Equation 3.1}$$

Where:

SS = Quality in Security services

e= Exponent of the linear equation

β_0 = Constant term

β_1 - β_4 = The coefficients for factors AD, CB, C and PF respectively

AD = Administrative Decision

CB = Check and Balances

C = Coordination

PF = Policy formulation

Equation 3.1 linearly depict the relationship of administrative decisions, checks and balances coordination and policy formulation to the quality of security services delivered in NPS. The significance of the variables implies that they can be modeled to provide a linear association, assuming goodness of fit holds.

b) Association between predictor variables and moderating variable on security services.

To find out Political Influence’s significance as a moderating variable or determine whether it is an explanatory variable on the association between Mechanisms of Governance and security services in NPS, the following two stepwise Logistic regression procedures was utilized as suggested by Keppel and Zeddeck (2000). The base model was as illustrated in model 3.1 above to represent the association between the response and predictor variables. Then models 3.2 and 3.3 were estimated to test for moderation effect on the association between mechanisms of governance and the quality of security services delivered by NPS.

First, Model 3.2, that includes political influence as an explanatory variable, was projected as follows;

1st Step regression:

$$SS = e^{(\beta_0 + \beta_1 GM + \beta_2 PI)} \dots\dots\dots \text{Equation 3.2}$$

Where;

SS = Quality in Security services

e= Exponent of the linear equation

GM= Governance Mechanisms

PI = Political influence

β_0 = Constant term

β_1 - β_2 = The coefficients for factors GM and PI, respectively

Second, Model (3.3) that included the interaction between governance mechanisms and political influence and the individual effects of the duo was projected to indicate the effect and direction of the moderator on the predictor variables and its cumulative effect on the response variable.

2nd Step regression:

$$SS = e^{(\beta_0 + \beta_1 GM + \beta_2 PI + \beta_3 GM * PI)} \dots \dots \dots \text{Equation 3.3}$$

Where;

SS = Quality in Security services

e= Exponent of the linear equation

β_0 = Constant term

β_1 - β_3 = The coefficients for factors GM, PI and GM*PI, respectively

PI= Political influence (moderation variable)

GM*PI = Interaction between Governance mechanisms and Political influence

Following MacKinnon, Fairchild and Fritz (2007) and as used by Kiiru (2015) and Njoroge (2015), the decision criteria were given as follows: If political influence was significant when added into Model 3.1, then it explains the initial condition, where all variables are explanatory, meaning they are significant (Mackinnon et al., 2007). Model 3.2 was projected to estimate the moderating effect results of political influence and

governance mechanisms. If the coefficient in Model 3.2 are not significant and political influence in Model 3.3 was not significant, there was no moderating effect (Mackinnon et al., 2007). Then political influence becomes an explanatory variable. Nevertheless, if the coefficient in Model 3.2 was significant and political influence in Model 3.3 was significant. Therefore, political influence was a moderator with effect and direction on the association between Mechanisms of Governance and security services in NPS, as presented in section 4.7.2.

c) Association between predictor variables and mediating variable on security services

To find out whether police culture mediated the relationship between response and predictor variables, the researcher used causal steps approach incorporating different models to explore mediation (Hayer, 2013). Particularly the study utilized three models (regression equation) projected as suggested by Baron and Kenny (1986) and as reiterated by MacKinnon Lockwood, Hoffman, West, and Sheets (2002) and as used by Muli (2014), Kiiru (2015), Njoroge (2015) and Kinyua (2015).

For Causal Steps, MacKinnon et al. (2002) and David (2007) conveniently summarized that X must be correlated with Y. X must be correlated with M and M be correlated with Y, as the direct effect of X on Y is kept constant. If the effect of X on Y is not significant and the effect of X on M is also not significant then no Mediation. When the effect of M on Y is removed, X is no longer correlated with Y (complete mediation) or the correlation between X and Y is reduced (partial mediation) and each of these four criteria is tested separately in the causal steps' method. For this study, X is Governance

mechanisms represented as GM, M is police culture represented by PC, and Y is security service delivery represented by SS.

First, Model 3.4 was projected to determine the association between the predictor variable (Governance Mechanisms-GM) and the response variables (security services-SS). It sought to find out whether there is an overall effect that can be mediated. Second, Model 3.5 is used to project the association between the predictor variable (Governance mechanism) and the mediator (Police Culture-PC). Lastly, Model 3.6 was used to find out whether there is complete, partial or no mediation between the predictor variable, Governance Mechanisms and the response variable, Security Services.

1st Step regression:

The regression equation for the total effect between GM and SS using bivariate regression.

$$SS = e^{(\beta_0 + \beta_1 GM)} \dots \dots \dots \text{Equation 3.4}$$

2nd Step regression:

Regression equation to estimate the direct effect between GM and PC using bivariate regression.

$$PC = e^{(\beta_0 + \beta_1 GM)} \dots \dots \dots \text{Equation 3.5}$$

3rd Step regression:

Regression equation of GM and PC predicting SS using multiple regression.

$$SS = e^{(\beta_0 + \beta_1 GM + \beta_2 PC)} \dots \dots \dots \text{Equation 3.6}$$

Where;

SS = Quality in Security services (D.V)

GM = Governance mechanism (I. V)

PC=refers to mediating variable (Police culture)

β_0 = Constant term

β_1, β_2 =are the parameters to be estimated

Baron and Kenny (1986) summarize the steps into three as represented from equations 3.4 up to equation 3.6. However, Mackinnon et al. (2002) proposed that we separate equation 3 into equation (3.6a) and equation (3.6b) as represented below.

$$SS = e^{(\beta_0 + \beta_1 GM + \beta_2 PC)} \dots \dots \dots \text{Equation 3. 6a}$$

$$SS = e^{(\beta_0 + \beta_1 PC + \beta_2 GM)} \dots \dots \dots \text{Equation 3. 6b}$$

Where equation 3.6a represents a direct effect between GM and SS using multiple regression with GM and PC as predictors and SS as the dependent variable. Likewise, equation 3.6b represent a direct effect between PC and SS using multiple regression with GM and PC as predictors and SS as the dependent variable.

Third step: In addressing the hypothesis on mediation, table 3.4 below outline the decision criteria used as utilized by Baron and Kenny (1986).

Table 3.4 Mediation Decision-Making Criteria

	Outcomes	Conclusions
1	If β_1 was significant in model 3.4 and 3.5	Then Complete Mediation
	If β_1 was not significant and β_2 was significant in model 3.6	
2	If β_1 was significant in model 3.4	Then Partial mediation
	If β_1 was significant in model 3.5	
	If β_1 in model 3.4 was significant, but β_1 in model 3.5 was not significant and β_2 was significant in model 3.6	
3	If β_1 was not significant in model 3.4 and 3.5	Then No Mediation
	If β_1 in model 3.4 was significant and equal to β_1 in model 3.6 and β_2 was not significant in model 3.6	

Source: Baron and Kenny (1986).

In a complete mediation, Model 3.4 and 3.5 β_1 's must be significant but in Model 3.6 be insignificant, and β_2 be significant in Model 3.6. In the case of partial mediation, β_1 in Model 3.4 and Model 3.5 must be significant, but β_1 in Model 3.5 must be significant, but β_1 must not be significant in Model 3.6, and β_2 must be significant in Model 3.6. For no mediation, β_1 in Model 3.4 and Model 3.5 must not be significant, and β_2 should be insignificant in Model 3.6 (Baron & Kenny, 1986; Rucker, Preacher, Tormala & Petty, 2011). The decision-making criteria were adopted in section 4.6.1.6.

As advanced by Baron and Kenny (1986) and Mackinnon et al. (2002), the Sobel test was then conducted to estimate and test the statistical significance of the indirect effect of Police culture on the association between mechanisms of Governance and security service delivery in NPS. The Sobel test developed by Sobel (1982) considers the magnitude of the indirect effect in comparison to its estimated standard error to derive a t-statistic, as shown.

$$t = \frac{(\alpha \beta)}{SE}$$

$$SE = \sqrt{\alpha^2 \sigma_{\beta}^2 + \beta^2 \sigma_{\alpha}^2}$$

Where;

SE = The Pooled standard error

α = Coefficient for GM from equation 3.6a

β = Coefficient for PC from equation 3.6b

σ_{β}^2 = The variance for β

σ_{α}^2 = The variance for α

The respective coefficient and standard error values for GM and PC from equation 3.6a and equation 3.6b, was used to generate Sobel statistic, then its p_{value} indicates the significance of the indirect effect. A p_{value} less than 0.05 indicates that the indirect effect is significant as illustrated in table 4.38. A schematic representation of the model for testing mediation effect is shown in Figure 3.1.

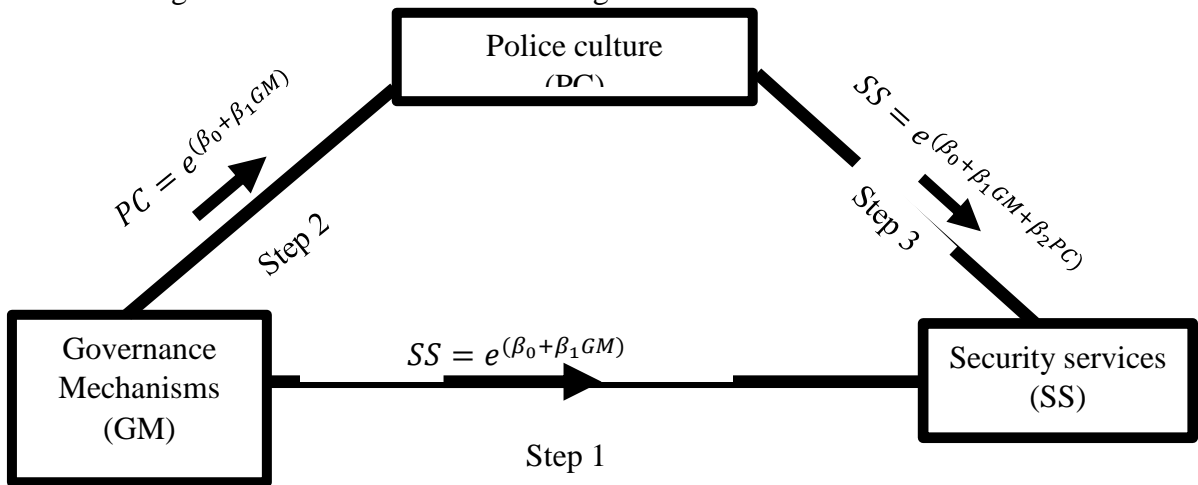


Figure 3.1 Simple Mediation Process

Source: Researcher (2021)

Table 3.5 illustrates how the predictor variables and the response variable were operationalized and measured.

Table 3.5 presented a description of the study variables and how they were operationalized:

Table 3.5 Operationalization and Measurement of Variables

Variable	Nature/Category	Operationalization	Measurement criteria
Administrative decision	Independent variable	The level at which Facilitation and welfare deployment and transfers, arrests, investigations, and prosecutions influence security service delivered by NPS.	The scale of 1 to 5 1=Strongly disagree 2=Disagree 3= Neutral 4= Agree 5=strongly agree
Coordination	Independent variable	The level at which command structure, delegation, information and communication operational process influence security service delivered by NPS.	The scale of 1 to 5 1=Strongly disagree 2=Disagree 3= Neutral 4=Agree 5=strongly agree
Checks and balances	Independent variable	The level at which oversight objectivity Judicial and legislative support, technical support in the reform process influence security service delivered by NPS.	The scale of 1 to 5 1=Strongly disagree 2=Disagree 3= Neutral 4=Agree 5=strongly agree
Policy formulation	Independent variable	The level at which Formulation process implantation, adoption, valuation process influence security service delivered by NPS.	The scale of 1 to 5 1=Strongly disagree 2=Disagree 3= Neutral 4=Agree 5=strongly agree
Police culture	Mediating variable	The extent to which a set of moral values, Integrity and ethics Belief systems, Moral courage, Corruption and Code of conduct influence how security services by NPS are	The scale of 1 to 5 5=To a very large extent 4 =To a large extent 3=Moderate extent 2= Low 1=Low extent

		delivered.	1=To no extent
Political influence	Moderating variable	The extent to which legislation process, resource allocation, evaluation process, nepotism influence how security services by NPS are delivered.	The scale of 1 to 5 5=To a very large extent 4 =To a large extent 3=Moderate extent 2= Low extent 1=To no extent
Security service delivery	Dependent variable	The levels at which quality, accessibility, reduction in crimes reported, professionalism and responsiveness influence security service delivered by NPS.	The scale of 1 to 5 51=Strongly disagree 2=Disagree 3= Neutral 4= Agree 5=strongly agree

Source: Researcher and Literature Review (2020)

Further, in deriving composite index for the variables in the study, harmonic mean formula (Gupta, 2008 as cited by Njoroge, 2015) was generated, as illustrated in the formula below, to indicate the overall influence of governance mechanisms on the quality of security services delivered by NPS as follows;

$$\text{Composite Index} = \frac{\sum f_i w_i}{\sum f_i}$$

Where;

f = the total number of respondents

w = the weight attached to elements of governance mechanisms and

i = the total number of elements in governance mechanisms

Composite Index was developed by combining study variables. It is crucially an endeavor to find indicators that are can be represented as functions of one or more variable(s) to

determine the extent to which an objective has been covered. An indicator gives a direct evaluator of a certain aspect of the objective (Chakrabarty, 2017).

3.12 Diagnostic Tests

When checking for an association between the predictor and response variables, Field (2009) recommended that diagnostic tests be done to ensure that the analysis findings are reliable. In regression analysis, McCullagh (2019) posits that, diagnostic tests present statistics that are used to identify problems that possibly might be encountered in modeling a data set. Several tests on the basic assumptions about the population from where the data had been derived were conducted. Normality, Linearity, Multicollinearity and Heteroscedasticity tests were conducted to evaluate the association between the response variable and predictor variables, as presented in section 4.5.1. These ensured that the regression analysis results were reliable in quantifying the predictor variables' influence on the response variable.

3.12.1 Normality Test

Normality test measures the degree to which a sample data's distribution matches a normal distribution (Hair, Black, & Anderson, 2010). A reliable regression model resembles a normal distribution or nearly normal (Widarjono, 2013). Skewness and Kurtosis checks, applying the thumb rule were employed to conduct this test. The values for asymmetry and kurtosis between -2 and +2 are considered acceptable in order to prove normal univariate distribution (George & Mallery, 2010). Hair et al. (2010) and Bryne (2010) argued that data is considered to be normal if skewness is between -2 to +2

and kurtosis is between -7 to +7. However the study adopted the test value in skewness, and kurtosis tests between -0.1 and + 0.1.

The skewness and kurtosis values between -0.1 and + 0.1, normality holds and is significant in developing regression models based on normality assumption (Kiiru, 2015). This test also affirms whether the data is fit for further statistical analysis, not being biased or inappropriately modelled with under-estimated or inflated statistics (D'Agostino, 2017; Field, 2009). The results are as presented in table 4:19.

3.12.2 Linearity Test

Linearity test depict the relationship existing among predictor variables and whether the predictor variables are linearly related, implying that for a unit increase in any explanatory variable there will be an increase in the response variable. Pearson's linear-by-linear correlation was used to check linearity (Schober, Boer & Schwarte, 2018). This coefficient evaluated the direction and strength of the association between individual predictor variables and the response variable(s) linear association (Aygün, Yılmaz, & Gülseçen, 2017; Kiiru, 2015). This association can be either a negative or a positive association. A negative correlation indicated an inverse association such that an increase in the predictor variable(s) leads to a reduction in the response variable, while a positive correlation depicts a direct association (Field, 2009; Njoroge, 2015). The results are as presented in table 4:17.

3.12.3 Multicollinearity

Multicollinearity test is used to check whether the regression model has a correlation among the predictor variables. As Ghozali (2011) advises, a reliable regression model should not have a correlation among the predictor variables. The rule of thumb is that if the correlation coefficient is high at over 0.85, then there is Multicollinearity in the model (Widarjono, 2013). A Multicollinearity test was conducted using the Variance Inflation Factor (VIF), correlation analysis (matrix) was used to show the existence of a significant association between various pairs of variables. In the presence of Multicollinearity, variance inflation factors (VIF) test confirms if the correlation in variables is high enough to give misleading findings. A VIF value higher than 10 and a tolerance lower than 0.1 (a mean VIF above 2) affirms Multicollinearity between the predictor variables and response variable (Hair, Anderson & Black, 2010). If a relationship exists, one variable from the correlating pairs is either removed or transformed by differencing as a remedy in the correlation matrix and VIF analysis (Kiiru, 2015; Njoroge, 2015). The results are as presented in Table 4:18.

3.12.4 Heteroscedasticity Test

Homoscedasticity involved establishing whether the response variable shows similar variance across various predictor variables (the presence of constant variance in residuals) (Hair et al., 2010). Heteroscedasticity aims to determine whether inequality variance occurrence from one observation to another exists in the regression model. If the residual variance of one observation to another is constant then, it is homoscedastic, but if the residual variance is not constant then it is Heteroscedasticity. To test for

homogeneity, the Breusch-Pagan test was used to determine the existence of Heteroscedasticity, as recommended by Warner (2008) and Njoroge (2015). The study used a p-value to make conclusions. If the p-value is higher than 0.05, then the null hypothesis (homogeneity) is not rejected and vice versa, otherwise the study is to use robust standard errors as a remedy (Warner, 2008; Njoroge & Kiiru, 2015). P-value of more than 0.05 meets the homoscedasticity assumption, which allows further analysis in fitting a model to be statistically significant. Stata version 12.0 is employed in the analysis of data. The results are as presented in Table 4:18.

3.13 Test of Hypothesis

The hypotheses previously stated in section 1.4 were evaluated as represented in section 4.6.1, following the table below;

Table 3. 6 Hypothesis Tests

Objectives	Null Hypothesis	Statistical approach	Interpretation
1. To examine the influence of administrative decisions on security services delivery by the National Police Service in Kenya.	There is no significant influence of administrative decisions on security services delivery by the National Police Service in Kenya.	$Y = e^{(\beta_0 + \beta_1 AD + \beta_2 CB + \beta_3 C + \beta_4 PF)}$	Chi-square test, specifically Fishers Exact test Pearson's Linear-by-linear Association test. Decision rule: $P_{value} < 0.05$, Reject Null hypothesis in favour of the Alternative hypothesis
2. To determine the influence of checks and balances on security services	There is no significant effect of checks and balances on security	$Y = e^{(\beta_0 + \beta_1 AD + \beta_2 CB + \beta_3 C + \beta_4 PF)}$	Chi-square test, specifically Fishers Exact test Pearson's Linear-by-linear Association test.

delivery by the National Police Service in Kenya.	services delivery by the National Police Service in Kenya.		Decision rule: $P_{value} < 0.05$, Reject Null hypothesis in favour of the Alternative hypothesis
3. To examine the influence of coordination on security services delivery by the National Police Service in Kenya.	There is no significant relationship between coordination and security services delivery by the National Police Service in Kenya.	$Y = e^{(\beta_0 + \beta_1 AD + \beta_2 CB + \beta_3 C + \beta_4 PF)}$	Chi-square test, specifically Fishers Exact test Pearson's Linear-by-linear Association test. Decision rule: $P_{value} < 0.05$, Reject Null hypothesis in favour of the Alternative hypothesis
4. To establish the influence of policy formulation on security services delivery by the National Police Service in Kenya.	Policy formulation has no significant effect on security services delivery by the National Police Service in Kenya.	$Y = e^{(\beta_0 + \beta_1 AD + \beta_2 CB + \beta_3 C + \beta_4 PF)}$	Chi-square test, specifically Fishers Exact test Pearson's Linear-by-linear Association test. Decision rule: $P_{value} < 0.05$, Reject Null hypothesis in favour of the Alternative hypothesis
5. To establish whether political influence has a moderating effect on the relationship between governance mechanisms and security services delivery by the National	Political influence has no moderating effect on the relationship between governance mechanisms and security service delivery by the national police service in Kenya.	1 st Step: $Y = e^{(\beta_0 + \beta_1 GM + \beta_2 PI)}$ 2 nd Step: $Y = e^{(\beta_0 + \beta_1 GM + \beta_2 PI + \beta_3 GM * PI)}$	Chi-square test, specifically Fishers Exact test Pearson's Linear-by-linear Association test. Decision rule: $P_{value} < 0.05$, Reject Null hypothesis in favour of the Alternative hypothesis

Police Service in Kenya.			
6. To determine whether police culture has a mediating influence on the relationship between governance mechanisms and security services delivery by the National Police Service in Kenya.	Police culture has no mediating effect on the relationship between governance mechanisms and security services delivery by the national police service in Kenya.	1 st Step: $Y = e^{(\beta_0 + \beta_1 GM)}$ 2 nd step: $PC = e^{(\beta_0 + \beta_1 GM)}$ 3 rd Step: $Y = e^{(\beta_0 + \beta_1 GM + \beta_2 PC)}$	Chi-square test, specifically Fishers Exact test Pearson's Linear-by-linear Association test. Decision rule: $P_{value} < 0.05$, Reject Null hypothesis in favour of the Alternative hypothesis

Source: (Survey data, 2021)

From the two statistics sought after in the Chi-square test, that is, Fishers Exact and Pearson's linear-by-linear association statistics as explained by Agresti et al (1990) and Haberman (1981), this research described the independent plus moderating/mediating variables' significance (using p-value for Fishers Exact test) in relation to the dependent variable. Further, the researcher described the existence or otherwise of a significant linear association between governance mechanisms and quality of service delivered by NPS using Pearson's linear-by-linear association statistic (decision-based on the p-value).

3.14. Logistical and Ethical Considerations

The researcher sought the approval of the graduate school at Kenyatta University to allow for data collection. Further, permission to do the research was sought from the National Council of Science, Technology and Innovation (NACOSTI), the county commissioner and the ministry of education in Nairobi. The researcher then presented in person a request letter to the sampled institutions for permission to carry out the research. Respondents were guaranteed their privacy, and they were assured that the research study was for academic purposes only. As a result, the information presented must not be used in any way that contradicts their expectations. The respondents had the opportunity to agree to participate voluntarily by filing a consent form.

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This chapter outlines the study findings and is sequentially organized as follows: findings of descriptive statistics showing the respondents profiles and characteristics which are presented to show the degree to which data represents the population of the study. Secondly, pre-estimation diagnostic tests are presented and, finally, testing of hypotheses is presented thematically, based on the objectives linking governance mechanism to the quality of security services delivery by the National Police Service

4.2. Response rate

As in section 3.7, the sample size for this study was 260 respondents, where 166 questionnaires were conducted to the sampled Non-commissioned officers and constables. 94 interviews were issued to the sampled gazetted officers, Inspectorate and Non-Police agencies. From the 166 administered questionnaires, 12 were partially filled, and 12 were wholly unfilled. The 12 partially filled questionnaires, after follow up to ensure completeness, were filled, which cumulatively gave 154, accounting for a response rate of 92.77%. From the 154 dully filled questionnaires, 101 questionnaires were from the hardcopies, while 53 questionnaires were filled electronically. However, the 12 questionnaires that were wholly unfilled even after follow up were regarded as incomplete and not suitable for inclusion in the analysis, as guided by Kothari (2004). As shown in the Table 4.1

Table 4. 1 Response Rate

Research Instrument		Duly filled		Unfilled	Expected Count
Questionnaire	Hardcopy	101	154 (92.77 %)	12 (7.23%)	166 (63.85%)
	Electronic copy	53			
Interviews		85 (90.43 %)		9 (9.57%)	94 (36.15%)
Total		239 (91.92%)		21 (8.08%)	260 (100%)

Source: (Survey data, 2021)

From 94 interviews planned to be conducted, 85 interviews were successful, giving a response rate of 90.43%, while the 9 (9.57 %) weren't successful. Dominantly, the 9 unsuccessful interviews were caused by respondents' workload and fears about job security. Cumulatively, from a sample of 260 individual, 239 respondents entirely gave their responses to the two data collection instruments. This represents a response rate of 91.92% that is adequately satisfactory to allow for further data analysis (Saunders, et al 2016). A response rate of 50 per cent is adequate, 60 per cent is good, and 70 per cent is excellent (Mugenda & Mugenda, 2003; Saunders et al., 2007). Hence, the response rate of 91.92% is excellent and acceptable for analysis of the study.

4.3. Demographic Information Results

The respondents' characteristics were also analyzed on the basis of age, sex, level of education, work experience and cadre/position. This background information determined whether the individuals who responded to the study represent the target population for generalization purposes.

The demographic information results have an implication on both competencies at the workplace and the responses for the study. The bio data of the respondents were analyzed

as illustrated in Table 4.2 which combines gender, age, level of education and working experience characteristics of the respondents from both the questionnaires and interviews.

Table 4. 2 Demographic Characteristics

		Questionnaires		Interviews		Total	
		Count	per cent	Count	per cent	Count	per cent
Gender	Male	112	72.7	64	75.3	176	73.64
	Female	42	27.3	21	24.7	63	26.36
Total		154	100	85	100	239	100
Age bracket	20 -29 Years	12	7.8	13	15.3	25	10.46
	30 – 39 Years	24	15.6	22	25.9	46	19.25
	40 – 49 Years	58	37.7	16	18.8	74	30.96
	Over 50 Years	60	39.0	34	40.0	94	39.33
Total		154	100	85	100	239	100
Highest level of Education	Form Four	4	2.6	4	4.7	8	3.35
	Certificate	8	5.2	10	11.8	18	7.53
	Diploma	23	14.9	34	40	57	23.85
	Bachelor’s degree	38	24.7	24	28.2	62	25.94
	Masters	65	42.2	10	11.8	75	31.38
	PhD	16	10.4	3	3.5	19	7.95
Total		154	100	85	100	239	100
Work experience	1 – 5 Years	9	5.8	7	8.2	16	6.69
	6 – 10 Years	10	6.5	12	14.1	22	9.21
	11 – 15 Years	11	7.1	22	25.9	33	13.81
	16 – 20 Years	75	48.7	22	25.9	97	40.59
	Over 21 Years	49	31.8	22	25.9	71	29.70
Total		154	100	85	100	239	100

Source: (Survey data, 2021)

In Table 4.2, the majority of the respondents were male in both the NPS and the non-police agencies, with a proportion of 73.64% and female at 26.36%, confirming that there is no fair representation of both genders in these institutions. In the NPS, this unfair representation was expected by the fact that since the Police service from time

immemorial has been a masculine career. However, for Non-police agencies the representation was expected have equity. Therefore, in both scenarios they contradict Article 27(8) of the Constitution of Kenya 2010 which fosters a minimum of Two-third of gender representation in public offices as a fair representation portion that the NPS and non-police agencies are yet to realize (C.O.K, 2010). However, from the category/rank in table 4.3 the response distribution affirms that the functional target population is legitimately represented.

In terms of their ages, 30.96% were between 40 to 49 years, 39.33% were 50 and above years, while 19.25% and 10.46% were between 30 to 39 years and 20 to 29 years respectively. Therefore, majority on the top ranks are above 40 years, while in the rest are in lower cadre. This age structure was in line with NPS's career progression practice that emphasizes the entry point of a police officer to be a maximum of 25 years and experience in career advancement. Concerning their education levels, the levels were represented from form four to PhD levels. 3.35% had a form four certificate qualification, 7.53% had a tertiary level certificate, 23.85% had a diploma, 25.94% had a bachelor's degree, 31.38% had a Master's Degree and only 7.95% had attained a PhD. Majority (77.3%) of the lower cadre officers however, had a bachelor's degree or higher compared to the higher cadre officers whose majority (84.7%) had bachelor's degree or lower educational level qualifications. This trend in education implicates that, as ranks rise is not in line with promotion policies that emphasise years of service and the level of education one has attained.

Table 4. 3 Age groups versus Level of Education Pearson Chi-Square test

Pearson Chi-Square Test				
Age groups versus Level of Education Cross tabulation		Value	df	Asymp. Sig. (2-sided)
Non-Commissioned Officers and Constables	Pearson Chi-Square	10.188	15	.808
	Likelihood Ratio	12.479	15	.642
	Linear-by-Linear Association	.760	1	.383
	N of Valid Cases	154		
Gazetted, Inspectorate and Non-Police Agencies	Pearson Chi-Square	26.761	15	.031
	Likelihood Ratio	33.117	15	.005
	Linear-by-Linear Association	1.262	1	.266
	N of Valid Cases	85		

Source: (Survey data, 2021)

Although the age versus the level of education comparison for lower cadre officers is not significant ($p_{value} = 0.808$), the same comparison on higher cadre officers is significant ($p_{value} = 0.031$), as shown in Table 4.3, It indicates that the level of education for any Senior and Non-Police agencies officers is a determining factor for them to occupy those positions however on a sharp contrast, figure 4.1 and figure 4.2 offers a different and divergent findings on educational level and its role in the lower and higher cadre positions in NPS.

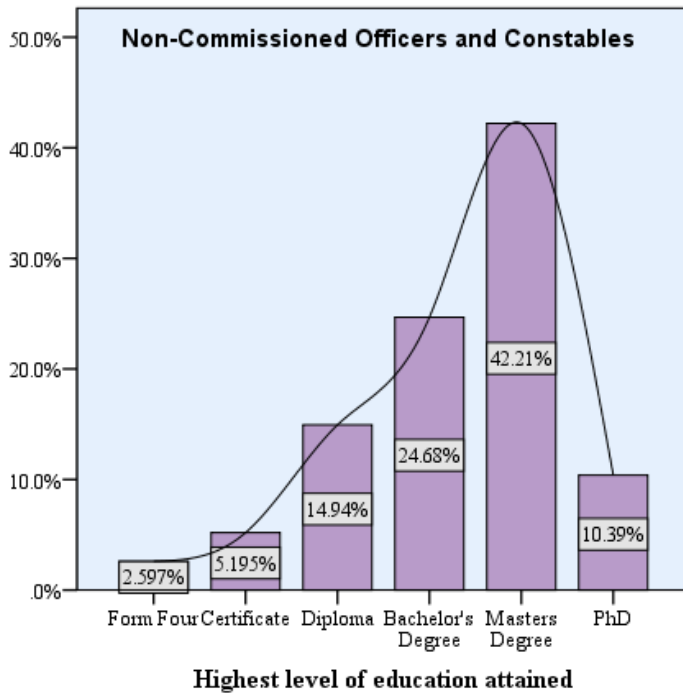


Figure 4. 1 Lower-Cadre Officers

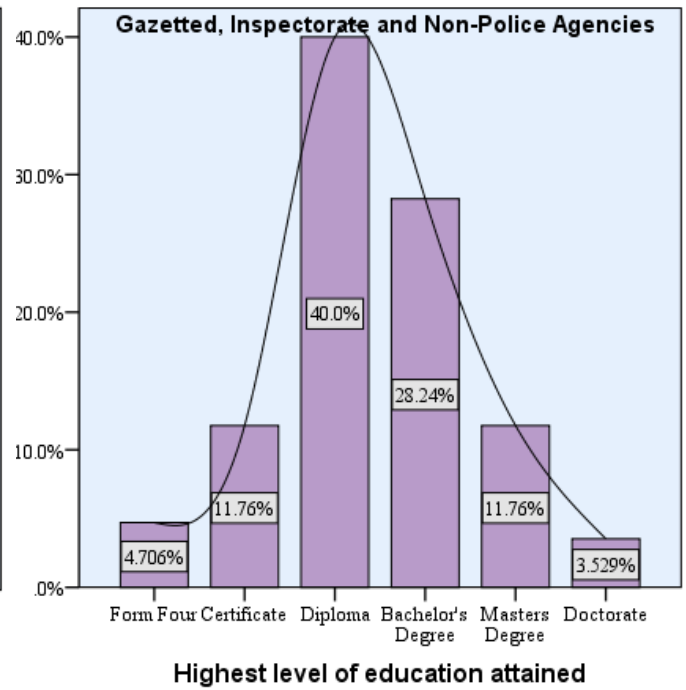


Figure 4. 2 Higher-Cadre Officers

As illustrated in figure 4.1 and figure 4, the education level for lower cadre officers is skewed to the left, implying that in lower cadre more officers have attained higher educational level, in comparison to higher cadre officers which is skewed to the right implying that few higher cadre officers have attained higher educational level. In that view, educational attainment level appears not to be among the parameters considered during Promotions. This finding is similar to Kamau's (2017) finding that most Senior Police officers only met the basic requirement for entry in to the NPS and contradicts the argument by Aas Geir (2016) that the higher the educational level the better equipped an officer will be to deal with emerging trends in security.

In addition, Table 4.2 shows that majority at (70.29%) have worked in the Police service for more than 16 years, 13.81% have worked for between 11 to 15 years and 9.21% have worked for the Police service not more than 10 years. These working years correlates directly to the experience accrued in more than 16 years, which implies that they are well informed of the governance mechanisms, dynamics and quality of security service delivered by the NPS. The more years in NPS places the respondents in a better position to respond to the influence from the political sphere and how Police culture has transformed from the times of the Kenya police force to date, whether a positive transformation that translates to an improvement in services delivered by NPS has either stagnated or deteriorated since then. These findings are in consistent with Hemmington (2007) who posited that there is correlation between years of service and understanding of National security dynamics.

4.4. Descriptive Analysis

In this section, the study's objectives are presented in proportions, discussed in percentages, aggregate scores, explaining the extents to which the respondents affirm or disaffirm the postulated statements covering quality of security services and governance mechanisms in NPS.

4.4.1. Quality of Security services delivered by NPS

To find out the quality of security service delivered by NPS, respondents indicated their level of agreement or otherwise on the statements as presented in Table 4.5. Based on their experience on security matters, Figure 4.3 illustrates the proportion of respondents who agreed/disagreed on whether security service delivered by NPS is to the expected level.

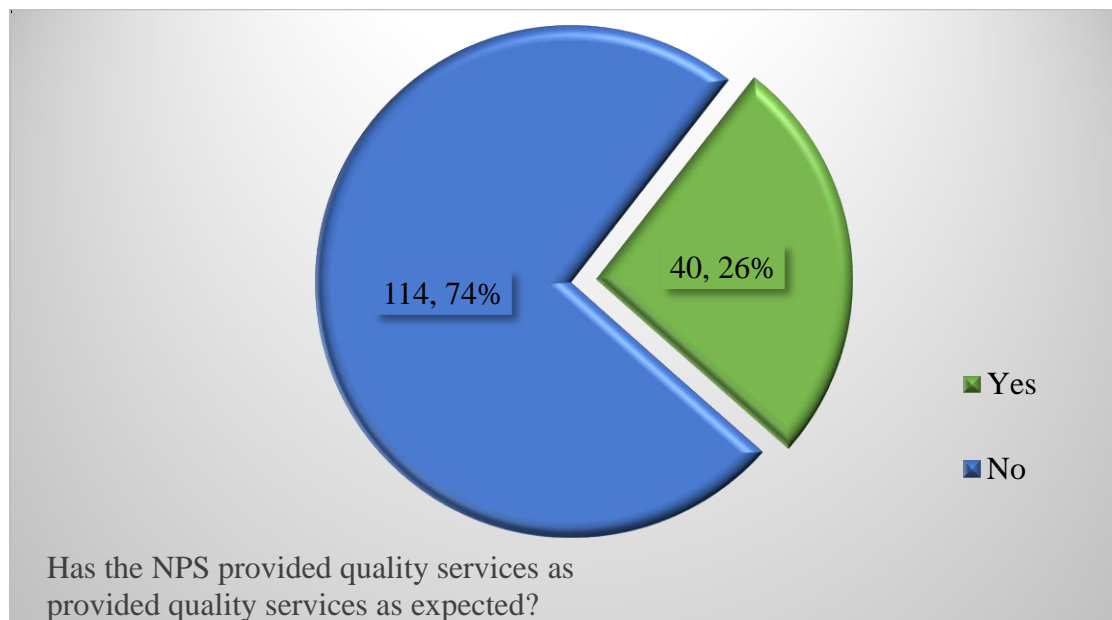


Figure 4. 3 Quality of Security services delivered by NPS

Source: (Survey data, 2021)

Figure 4.3 above, shows that 74.03% of the respondents disaffirmed that NPS has provided quality security service to the expected level, while 25.97% affirm that it has indeed provided the service to the expected level. Therefore, the quality of security services delivered by NPS was not yet to the expected levels. The findings concur with World Bank Report (2019) that ranked Kenya among the countries with the highest number of insecurity incidences. The report asserts that the number of insecurity complaints rose from 45% to 53% in 2018 and from 53% to 61% in 2019, which is expected to increase in the following years (World Bank, 2019).

On response to the reasons why respondents felt that NPS has provided security services to the expected level, IIP-NPS (019) attribute to:

"The changes in the constitution regarding the structure of the police, their mode of operations, and renewed trust from the public."

On the other perspective, on disaffirming INP-NPS (011) indicate that:

"Corruption, a lack of professionalism, a sense of immunity against malpractices, the runaway public trust and facilitation which would have otherwise improved cooperation, promote professionalism and increased confidence has crippled the progress."

Credibility, shared identity, job satisfaction that is commensurate with work load and professional level, addresses the unique and growing complexities of National security (Kula, 2017; Harkin et al, 2018; Hoggett et al ., 2019). Therefore, as urged by OSAC (2015) and Wafula (2019), Kenya remains critically rated for insecurity, with many losing their lives and property each year. Further, just like in many developing countries, Kenya has experienced an upsurge in crime and insecurity continues to be a major scar (Musoi et al, 2014).

The respondents were further expected to indicate the degree they agree or otherwise, on a scale of 1 – 5, with the statements on how security service has been delivered by the National Police service.

Table 4. 4 Quality of Security services delivered by NPS

Statement on service delivery by police services	Responses										Mean	Std. Dev.
	SD 1		D 2		N 3		A 4		SA 5			
	F	%	F	%	F	%	F	%	F	%		
Accessibility of security services in the National Police Service has been to the expected level.	27	17.5	89	57.8	3	1.9	23	14.9	12	7.8	2.38	1.17
Promptness in the National police service has been achieved.	64	41.6	67	43.5	0	0	21	13.6	2	1.3	1.89	1.04
There has been an insignificant reduction in crimes reported because of the NPS.	4	2.6	6	3.9	0	0	107	69.5	37	24.0	4.08	0.79
Professionalism in the National police service has been to the required level.	15	9.7	109	70.8	6	3.9	12	7.8	12	7.8	2.33	1.02
There has been enough responsiveness in National Police Service.	10	6.5	117	76.0	6	3.9	7	4.5	14	9.1	2.34	0.99
Security services in National Police Service have not been effective.	3	1.9	22	14.3	0	0	96	62.3	33	21.4	3.87	0.97
Security services in National Police Service have not been efficient.	5	3.2	2	1.3	59	38.3	78	50.6	10	6.5	3.56	0.78

There has been proper accountability of all security issues in NPS.	7	4.5	134	87.0	7	4.5	6	3.9	0	0	2.08	0.49
Increased public complaints are strong indicators of increased insecurity.	40	26.0	51	33.1	52	33.8	11	7.1	0	0	2.22	0.92
Aggregate score											2.75	0.91

Source: (Survey data, 2021)

Table 4.4 indicates that 75.3% of the Non-Commissioned Officers and Constables (17.5% and 57.8%) disagree that accessibility of security services in NPS has been to the expected level, 85.1% (41.6% and 43.5%) affirm that promptness (time-efficient) in NPS has not been achieved. Also, 80.5% (9.7% and 70.8%), 82.5% (6.5% and 76.0%) and 91.5% (4.5% and 87.0%) disagree that professionalism has been to the required level, there has been enough responsiveness and there has been proper accountability of all security issues in NPS correspondingly. Whether security service has been efficient and whether increased public complaints have been a strong indicator of increased insecurity, 38.3% and 33.8% of the respondents were not sure. However, 93.5% (69.5% and 24.0%), 83.7% (62.3% and 21.4%) and 57.1% (50.6% and 6.5%) agree that crime incidences have not reduced. Overly security service delivered by NPS, as indicated by the aggregate scores, mean of 2.75 and a standard deviation of 0.91, implies that the quality of security services is not at the expected level.

The respondents were required to suggest measures, if any, which can be adopted to improve security service delivered by NPS. The suggested measures include; Facilitation, upgrading/maintenance of NPS infrastructure (housing) and mobility assets, promoting fair, improved terms of services, career progression, Police professionalism and fair training. The findings show that even the recommendations done before have not been effected to improve security services delivered by NPS. As Muthondeki et al. (2017) found out, Police reforms were facing resistance ranging from organisational inertia to individual inertia, and the reforms have not been realized because of the inadequate training and inclusion of junior officers, lack of motivation, inconsistency in reward, promotion, poor housing and unfairness in training.

From the qualitative analysis and based on the respondents' experience, NPS has provided quality services to the expected levels of efficiency and effectiveness. The respondents pointed out that there has been increased surveillance across the country, especially the volatile regions. But still, crime rates have not lessened. Gazetted inspectorate officers and Non-Police agencies identified two factors that necessitate the quality of security services delivered by NPS. These factors are the past public mistrust of police that viewed the police as unreliable, who circumvent justice at the convenience of the rich and influential with little regard to the poor and vulnerable individuals' fate and current people-centred policing. The study results are in tandem with Muthondeki et al. (2017), who, through their findings, concluded that police need an in-depth transformation for better service delivery to bring out confidence among citizens.

Regarding the uncertain to the provision of quality security services, IIA-NPS (059) indicated that,

“corruption, political influence, favouritism, nepotism in senior appointments, placements and transfers of Police officers and lengthy bureaucracy in operational procedures as factors posing challenges towards professionalism in NPS”.

In addition, IIP-NPS (012) reported that;

“Police were obsessed by the thought of existing colonial administrative structure inconsistencies affecting police performance, lack of motivation at workplace and inconsistent rewards given to officers”.

Other challenges include, reward given to non-performers, lack of social support, lack of capacity building, junior officers copy vice from seniors, low morale, poor housing, low salaries, mechanistic training, limited support from the government, most senior officers being old schooled and do not want to change and poor relationship with the public.

These results are consistent with Aas (2016) and Coccia and Igor (2018), who suggested that a reward model that considers formality, legality, and tangibility in respect to performance, with the inclusion of educational advancements, capacity building, and commensurate monetary recognition of outstanding performances, boosts the morale of officers and fosters increased commitment to duty. On the same note, the respondents were expected to opine on whether there has been enough responsiveness in NPS.

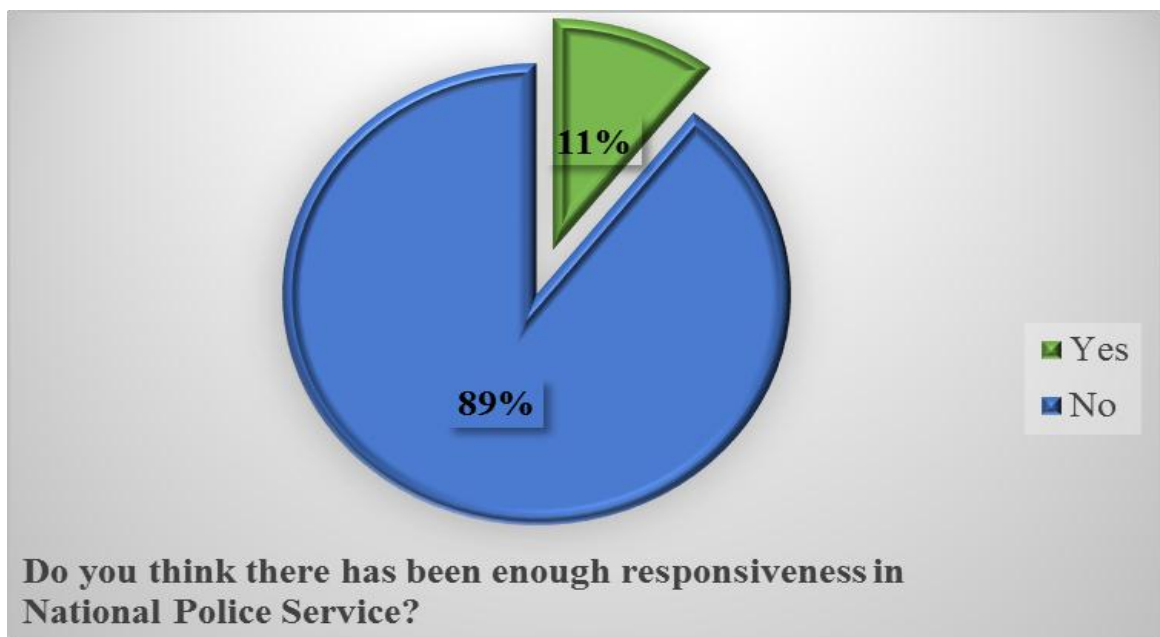


Figure 4. 4 Responsiveness in NPS

Source: Researcher, (2021)

From Figure 4.4, 89% of the gazetted Inspectorate officers and Non-Police agencies indicate that there has not been enough responsiveness in the NPS. This is in line with the recommendations previously highlighted in NPS strategic plan (2018-2022) that responsiveness needs to be bolstered as it is not at the expected levels. Further, they were expected to rate the overall effectiveness of administrative decisions, coordination,

checks and balances, policy formulation, police culture plus political influence on the quality of security services in NPS. Table 4.5 presents overall effectiveness of mechanisms of governance on security services delivered by NPS.

Table 4. 5 Effectiveness of governance mechanisms factors on the quality of security services in NPS

Effectiveness on the quality of security services in NPS	Ratings				Mean	Std	Total (%)
	1 -25%	26 – 50%	51 – 75%	76 – 100%			
Administrative Decisions	3.5	5.9	61.2	29.4	3.16	0.69	100
Coordination	4.7	7.1	57.6	30.6	3.14	0.74	100
Checks and balances	1.2	9.4	49.4	40	3.28	0.68	100
Policy formulations	0	11.8	55.3	32.9	3.21	0.64	100
Police culture	1.2	57.6	34.1	7.1	2.47	0.65	100
Political Influence	2.4	4.7	49.4	43.5	3.34	0.68	100
Aggregate score					3.10	0.68	

Source: (Survey data, 2021)

From the investigation on the effectiveness of governance mechanism factors on quality of security service in NPS, 90.6%, 88.2%, 89.4% and 88.2% of the respondents rated administrative decisions, coordination, checks and balances and policy formulation at more than 50%. Conversely, Police Culture is lowly rated by 58.8% at below 50%. This implies that Police Culture requires a transformation so as to strengthen the future of security services provided by NPS. In addition, political influence is rated at above 50% by most (92.9%) of the Gazetted, Inspectorate officers and Non-Police agencies. In general, administrative decisions, coordination, checks and balances and policy

formulation's effectiveness on the quality of security services delivered by NPS ratings are between 51% and 75%, as revealed by the aggregate mean of 3.19. These findings are consistent with what Koliba et al. (2017) posited.

From the qualitative analysis, the Gazetted, Inspectorate officers and Non-Police agencies were also asked to identify the areas in security service delivery that would be improved by the quality of security service delivered in NPS and suggest measures that are feasible in dealing with security services. They expressed the opinion that the independence of the NPS will be promoted and appointments, promotions, transfers, and placements will eventually be based on merit. This is in agreement with the recommendations made by Coccia and Igor (2018) on a reward system that is merit based, awarding starling performances for increased commitment. On the measures, a targeted effort to ensure the independence of NPS and also ensure that appointments, promotions, transfers and placements are based on merit would enhance security service delivery. In addition, a concern was raised about NPS regarding the adoption of a consultative decision making, IIP-NPS (012) reported that, *“currently are not actively exercised”*.

Muthondeki et al. (2017) quoting Scaramella (2011) and Bostrom (2016), posited that, numerous studies conducted concluded that officers with higher education and their welfare well taken care of, tended to be more professional, received fewer citizen complaints, possessed more tolerance for diversity and had better oral and written communication skills. IIP-(NPS012) reported that;

“The suggestions on security services in NPS whose efforts will improve security Services delivered by NPS are nigh. Further, the evident that the changes in Clause 65 propose to amend Article 243 (Establishment of the National

Police Service) to include the Directorate of Criminal Investigations as a third arm of the National Police Service is long overdue”.

4.4.2. Results of Governance mechanisms

From the results in Table 4.6, 52.6% of the respondents affirmed that the current governance mechanisms helped improve security services delivered by NPS, 52.6% affirmed while 47.4% disaffirmed. This implies that they had divergence opinions on whether to credit or discredit the current governance mechanism in place. Those who affirmed rigid bureaucratic processes that took a toll on time were identified as the stumbling block on the current governance mechanisms. To evaluate how governance mechanisms influence the quality of security service delivery, respondents were expected to mention their level of agreement or otherwise with the statements on the state of governance and security service delivery, as represented in Table 4.6.

Table 4.6 Governance Mechanisms

Statement on governance Mechanisms	Responses										Mean	Std. Dev.
	SD 1		D 2		N 3		A 4		SA 5			
	F	%	F	%	F	%	F	%	F	%		
Governance mechanisms which are in place are sufficient for effective security service delivery in NPS.	66	42.9	16	10.4	27	17.5	45	29.2	0	0	2.33	1.29
Good governance mechanisms improve security service delivered in NPS.	0	0	6	3.9	11	7.1	30	19.5	107	69.5	4.55	0.79
There are well-defined roles and responsibilities in NPS.	14	9.1	15	9.7	0	0	99	64.3	26	16.9	3.70	1.13
In NPS, each officer adheres to his/her roles as stipulated.	7	4.5	21	13.6	0	0	92	59.7	34	22.1	3.81	1.07
There is a high level of accountability/compliance in NPS.	4	2.6	64	41.6	21	13.6	57	37.0	8	5.2	3.01	1.05
Security issues in NPS are carried out transparently.	8	5.2	56	36.4	17	11.0	58	37.7	15	9.7	3.10	1.16
There is the inclusiveness of stakeholders in carrying out Security	6	3.9	62	40.3	18	11.7	58	37.7	10	6.5	3.03	1.10

services in NPS.												
The officers well understand governance mechanisms in NPS.	0	0	0	0	4	2.6	143	92.9	7	4.5	4.02	0.27
NPS officers are comfortable with governance mechanisms for the National Police Service.	0	0	59	38.3	38	24.7	57	37.0	0	0	2.99	0.87
There is a need to improve on the way governance mechanisms are followed in NPS.	20	13.0	45	29.2	1	0.6	68	44.2	20	13.0	3.15	1.33
If governance mechanisms in NPS are improved, the level of efficiency of security service in NPS will improve.	0	0	5	3.2	53	34.4	3	1.9	93	60.4	4.19	1.02
Internal governance mechanisms affect security services in the NPS.	0	0	3	1.9	66	42.9	1	0.6	84	54.5	4.08	1.03
External mechanisms in the NPS influence security services the most.	0	0	8	5.2	54	35.1	2	1.3	90	58.4	4.13	1.06
There is a well-structured and outline of powers, responsibilities and roles which influence security	0	0	0	0	59	38.3	5	3.2	90	58.4	4.20	0.97

services in NPS.												
Good and clear governance mechanisms can reduce conflicts of interest.	0	0	0	0	57	37.0	9	5.8	88	57.1	4.20	0.95
Aggregate Score											3.63	1.01
Has the current governance mechanisms helped improve security services delivered by NPS?				Yes					81 (52.6%)			
				No					73 (47.4%)			

Source: (Survey data, 2021)

From Table 4.6, 54.3% of the Non-Commissioned Officers and Constables who disaffirmed that the current governance mechanisms are sufficient for effective security service delivery in NPS and affirm (89%) that good governance mechanisms improve service, despite there being well-defined roles and responsibility (81.2%). Every officer adheres to their roles (81.8%) as stipulated. On accountability, their responses were divided as some (44.2%) disaffirmed and others (42.2%) affirmed that there has been a high level of accountability and compliance in NPS. They were also divided on whether security issues were carried out transparently and whether there is inclusivity of stakeholders in carrying out security services in NPS (47.4%, 44.2% disagreed and 41.6%, 44.2% agreed, respectively).

However, despite governance mechanisms in NPS being well understood by officers (97.4% affirmed), there is a need to improve it (57.2% affirmed). But even when improved, 34.4% and 37% were not sure whether the level of efficiency of security service would improve or reduce conflicts of interest, respectively. Therefore, good governance remains to be very pivotal in determining the efficiency of security services delivered by NPS. Overly, the aggregate scores indicate that on average, governance mechanisms influence the quality of security services delivered by NPS (mean of 3.63 and standard deviation of 1.01).

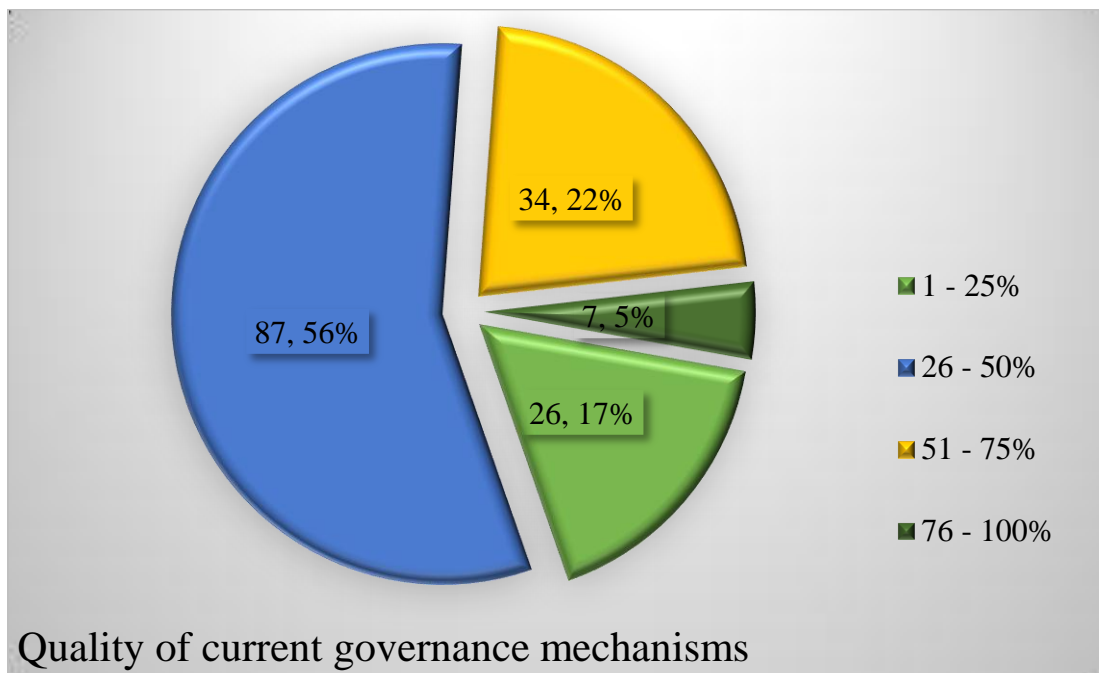


Figure 4. 5 Ratings on the quality of the current governance mechanisms

Source: (Survey data, 2021)

The respondents were expected to rate the current quality of governance mechanisms concerning NPS's provision of security services. As illustrated in Figure 4.5, 56% of the current quality of governance mechanisms at between 26% and 50%. Also, 22% of the respondents indicate a rating of between 51% and 75%, while 17% indicate a rating of between 1% and 25%. Only 5% of the respondents indicate a rating of over 76% on the quality of the current governance mechanisms. These ratings imply that the current governance mechanism has not yet attained the gold standards and therefore needs to be re-examined to realise the expected impact on NPS' quality of security services.

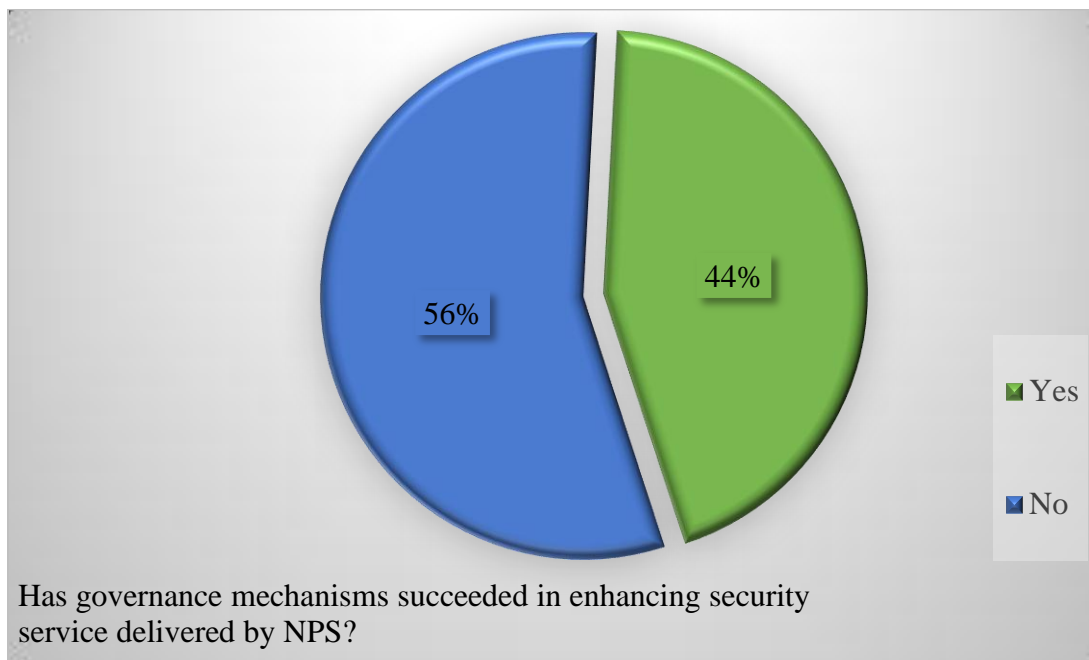


Figure 4. 6 Governance mechanisms success

Source: (Survey data, 2021)

On the statement about governance mechanisms' success from the respondents' experience, as depicted in Figure 4.6, 56% of the respondents believe that governance mechanisms are yet to succeed in enhancing security services delivered by NPS. On the other view point, 44% of the respondents believe that the current governance mechanisms have succeeded in improving NPS' quality of security services. This divided opinion implies that there is a need to improve governance mechanisms further to realise an enhanced security service. Those who disaffirmed (44%), attribute the influence to political elites and corruption. According to QEN-NPS (117)

“Sensitization on harmonious symbiotic work association will help Police officers to coexist for the better good of this country”

From the qualitative analysis, the Gazetted, Inspectorate officers and Non-Police agencies were expected to explain whether the current governance mechanisms have helped improve security services delivered by NPS. From their experience, Respondent INP-NPS (096) reiterated that:

“it has been helpful since it has increased sobriety in NPS, improved responsiveness and cultivate a sense of responsibility and accountability on the part of individual officers in NPS”.

However, on whether the current governance mechanisms have been sufficient and adequate, the Gazetted, Inspectorate officers and Non-Police agencies indicate that the mechanisms are yet to be efficient and effective but has made progressive growth to that end, as supported by study carried by Lemarleni et al. (2017).

Further, the Gazetted, Inspectorate officers and Non-Police agencies indicated their opinion on the roles and responsibilities of each officer in NPS. They indicate that every officer is individually responsible for their conduct while delivering security services to the country. Regarding the officers' level of adherence to stipulated roles, the Gazetted, Inspectorate officers and Non-Police agencies indicate that majority of the officers adhered to their respective stipulated roles by NPS. However, 54.4% of the Gazetted, Inspectorate officers and Non-Police agencies revealed that the extent of inclusivity in carrying out security services in NPS is between 51% and 75%.

This implies that there is still autonomy in the way senior officers execute their mandates and control, with no or minimal involvement of junior officers which may have a negative influence on their complementary mandate. The finding contradicts the assertion by Van craen (2016), who suggests that junior Police officers' trustworthiness emanates

from confidence placed on them by senior officers while assigning duties based on their reliability and dependability. As such, a sense of responsibility is placed on them when inclusivity dons the NPS.

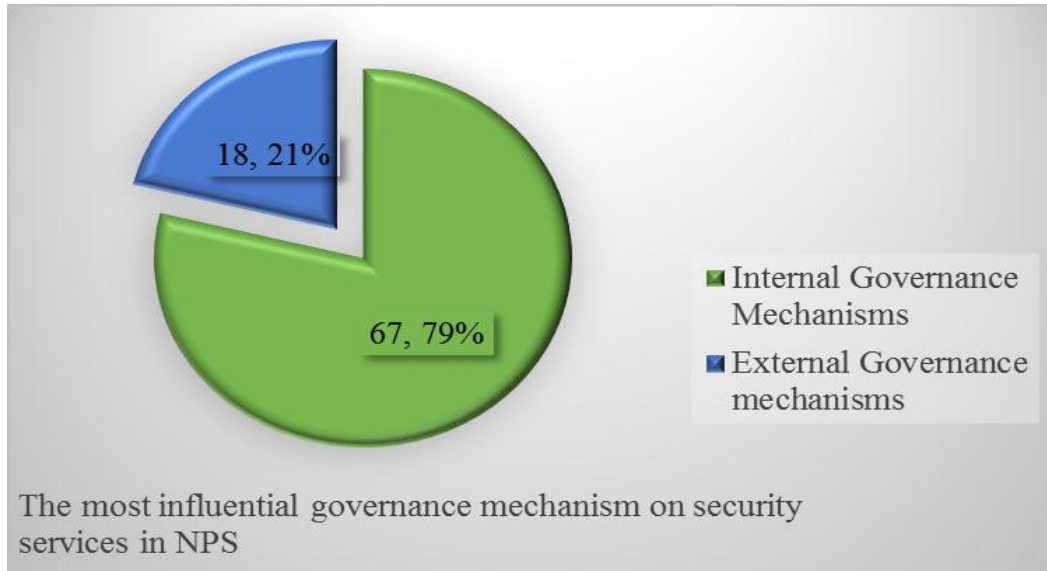


Figure 4.7 Most influential governance mechanism on security service in NPS

Source: (Survey data, 2021)

On the statement about governance mechanism which had the most influence on security service in NPS, 79% of the Gazetted, Inspectorate officers and Non-Police agencies highlighted that the internal governance mechanism affected security services the most as compared to the external mechanisms (21%), as shown in Figure 4.7. To illustrate this, the reasons given for internal governance mechanisms' effects ICP-NPS (021) reiterated that,

“Though NPS has an elaborate policy framework that stipulates roles, the chain of command, channels for communication, a framework for oversight and wanting security is still an issue”.

Further, in the interview, the Gazetted, Inspectorate officers and Non-Police agencies were required to rate the overall effectiveness of administrative decisions, coordination, checks and balances, policy formulation, police culture and political influence as represented in the table 4.7.

Table 4. 7 Overall effectiveness of governance on the factors

The overall effectiveness of governance mechanisms on:	Ratings				Mean	Std	Total (%)
	1 - 25%	26 - 50%	51 - 75%	76 - 100%			
Administrative Decisions,	3.5	5.9	61.2	29.4	3.16	0.69	100
Coordination,	4.7	7.1	57.6	30.6	3.14	0.74	100
Checks and balances,	1.2	9.4	49.4	40	3.28	0.68	100
Policy formulations	0	11.8	55.3	32.9	3.21	0.64	100
Police culture and	1.2	57.6	34.1	7.1	2.47	0.65	100
Political influence in NPS	2.4	4.7	49.4	43.5	3.34	0.68	100
Aggregate score					3.10	0.68	

Source: (Survey data, 2021)

Table 4.7 show that the gazetted, inspectorate officers and Non-Police agencies rate the effectiveness of administrative decisions, coordination, checks and balances, policy formulation and political influence in NPS at above 50% while more than half of them (58.8%) rate the effectiveness of police culture in NPS at below 50%. Further, the mean aggregate score of 3.10 indicates that the overall ratings on the effectiveness of administrative decisions, coordination, checks and balances, policy formulation, political influence and Police culture are between 51% to 75% in NPS. These ratings on the effectiveness of administrative decisions, coordination, checks and balances, policy formulation, political influence and Police culture in NPS are still low and may need redress through a network of security.

On other governance intervention, the Gazetted, Inspectorate officers and Non-Police agencies proposed that control should be anchored in law, on Court injunctions for cases involving political or such related parties that delays justice, should be provided for. Further, the respondents identified administrative decisions and checks and balances as areas in the current governance mechanisms that require NPS improvement to deliver quality security services. Also, most of the Gazetted, Inspectorate officers and Non-Police agencies based on their experiences, suggested that good governance, which is conscious of the entrenched scourge of corruption, should be promoted.

As Bayley and Perito (2011) allude, corruption in security apparatus presents an existential threat on conflict resolution processes thus derailing the course of good governance in governments. Therefore, by all means integrity agencies (Judicial offices, Independent prosecutorial offices and independent commissions), as supported by Head (2012), must be strengthened so as to deliver on their respective mandates. From the general investigation on governance mechanisms, narrower scrutiny of this study's four specific mechanisms is presented in the next sections.

4.4.2.1. Results of Administrative Decisions

Based on the Non-Commissioned Officers' and Constables' experiences, on whether they believed that administrative decisions influence significantly security services delivered by NPS, 85.7% believe that it has a significant influence, while only 14.3% did not believe that administrative decisions influence security services provided by NPS. Grounded on their response, they were further required to explain how the influence was

manifest. 85.7% who believed added that administrative decisions have improved working conditions and enhanced how promotions, placement and transfers were handled.

Further, to find out how administrative decision, as a governance mechanism, influences the quality of security service delivery, respondents were expected to indicate their level of agreement or otherwise with the statements in Table 4.8

Table 4. 8 Administrative Decision

Statement on administrative decisions	Responses										Mean	Std. Dev.
	SD 1		D 2		N 3		A 4		SA 5			
	F	%	F	%	F	%	F	%	F	%		
There is inclusivity in decision making in NPS.	3	1.9	71	46.1	41	26.6	32	20.8	7	4.5	2.80	0.95
Decision making has negatively influenced resource allocation for security service delivery in NPS.	4	2.6	23	14.9	84	54.5	23	14.9	20	13	3.21	0.94
The senior police officers often involve junior officers in decision making in the NPS.	8	5.2	53	34.4	11	7.1	70	45.5	12	7.8	3.16	1.14
Administrative decisions on promotions, transfers and placements are fair and well distributed and heavily depend on governance mechanisms in NPS.	12	7.8	59	38.3	6	3.9	67	43.5	10	6.5	3.03	1.18
The administrative direction on arrest and prosecutions are effective and efficient.	7	4.5	70	45.5	10	6.5	58	37.7	9	5.8	2.95	1.12
Top ranking administrative decisions significantly influence security service delivery.	0	0	0	0	17	11	113	73.4	24	15.6	4.05	0.52
A well-developed organizational chart (organogram) showing working and staffing exists in NPS.	0	0	0	0	0	0	106	68.8	48	31.2	4.31	0.46
Officers have the freedom to advise on the administrative decision made by top officers.	2	1.3	76	49.4	20	13	46	29.9	10	6.5	2.91	1.05
Administrative decisions are in line with the regulations in NPS.	0	0	0	0	12	7.8	114	74	28	18.2	4.10	0.50
All decisions made in NPS are independently made and executed.	8	5.2	12	7.8	42	27.3	79	51.3	13	8.4	3.5	0.94
Aggregate Scores											3.40	0.88
Do you believe that administrative decisions have influenced significantly security services delivered by NPS?	Yes				132 (85.7%)							
	No				22 (14.3%)							

Source: (Survey data, 2021)

In Table 4.8, Non-Commissioned officers and Constables responses indicate that, 26.6% and 54.5% are uncertain whether there is inclusivity in decision making and whether the decision making has negatively influenced resource allocation for security service delivery in NPS. However, 48% disagreed on the existence of inclusivity, as 25.3% agreed that there was inclusivity. On the statement about whether senior Police officers involve junior officers in decision making, 53.3% affirmed as 38.6% disaffirmed. Further, their responses diverged on the fairness of administrative decisions on promotions, transfers and placements and the effectiveness and efficiency of the administrative directives on arrests and prosecutions.

Nevertheless, 89% of the Non-Commissioned Officers and Constables affirm that the top-ranking administrative decisions significantly influenced security service delivery, but 50.7% disagreed that junior officers have the freedom to advice on the executive decision made by top officers. Despite the existence of a well-developed organizational chart (100% agreed) and administrative decisions being in contour with the regulations in NPS (92.2% agreed), 27.3% of Non-Commissioned Officers and Constables were neutral on whether all decisions made in NPS were independently made and executed without interference. The aggregate scores indicate that, on average, administrative decisions only had a neutral response (mean of 3.4 and standard deviation of 0.88), as the Non-Commissioned officers and Constables were neither agreeing nor disagreeing that it was at the expected levels.

In addition, Non-Commissioned officers and Constables were expected to provide recommendations on how administrative decisions could be enhanced in NPS. They

recommended stakeholder involvement, fairness in the distribution, promotion, transfers and placements of police officers. Overly, the Non-Commissioned Officers and Constables identified stakeholder inclusivity as a measure to be incorporated to improve on the administrative decision for effective security services. As suggested by Gakure et al (2012), institution's structure will produce improved performance if and only if it ameliorates the institution's capability to develop and execute key decisions better and faster than competitors, taking on board stakeholders' input.

From the qualitative analysis, those interviewed (the Gazetted, Inspectorate officers and Non-Police agencies), while responding to how administrative decisions have significantly influenced security services from experience, QEN-NPS (117) posited that;

“it controls the day-to-day activities in NPS, is responsible for transfers and deployment of officers and administers disciplinary actions to Police officers who contravene work ethics and police code of conduct”.

Further, the Gazetted, Inspectorate officers and Non-Police agencies identified four impacts of the organizational chart (organogram) on administrative decisions. It shaped the chain of command, determining communication channels, and bolstered accountability and, by extension, improved the quality of security services delivered by NPS (Ibid). On the effectiveness of administrative decisions on arrests and prosecutions, IIA-NPS (059) reported that;

“That it was more effective when applied to ordinary citizens but got compromised when applied to high-end arrests and prosecutions. However, the autonomy or independence of administrative decisions in NPS is not fully guaranteed”.

Following of Lynch (2013), *“it is the institutionalization of bias”*. This selective prosecution, therefore as alluded by Nwozor et al (2020) taint the image of Police service thus withdrawing confidence from the public over whom they seek to assure security.

The Gazetted, Inspectorate officers and Non-Police agencies were further expected to identify areas that need improvement towards quality law enforcement. Two areas which included, consultative decision-making process and accountability of every administrative decision made by the individual mandated police officers dominated their responses. The Gazetted, Inspectorate officers and Non-Police agencies were also required to suggest measures that could improve administrative decisions. INP-NPS (011) and IIP-NPS (019) reported that;

“The national government should support NPS's independence, have an explicable administrative decision-making process, that the administrative decisions should portray professionalism and deliberate administrative decisions developed to discourage corrupt practices”.

Moreover, one concern was consistent that during the execution of administrative decisions, the ordinary citizen's security and justice be the priority (IIP-NPS019). The concern is in line with the 2010 Constitution's spirit under chapter 14 part 4 of creating the NPS, where NPS is tasked with promoting and fostering relationship with the diverse Kenyan society.

Further, from qualitative analysis on finding any other suggestion, respondents were aware of the proposed changes in the constitution through BBI, especially on Article 243 (2), Article 245 clause (2), clause (3), Article 246 clause (2,3,4), Article 248 (3), and they suggested particularly on powers given to Inspector General should not be implemented. These findings are in line with Nyamwamu (2020), who suggested out that "More power to the Inspector General of the Police to promote, transfer and even sack police officers are a severe recipe for chaos and rights violations. They were concerned on what problem is being solved by the current proposed changes. Who asked for it? They suggested that

these powers must remain with the NPSC, not an individual indicating that the problem cured by COK (2010) will be reinstated.

4.4.2.2. Results of Checks and Balances

Regarding checks and balances, 92.2% of the Non-Commissioned Officers and Constables believe that checks and balances are important in security services delivered by NPS, contrary to 7.8% who did not believe in the importance of checks and balances in NPS. On the significance of the current checks and balances, 57.1% of them believe that the current checks and balances have significantly influenced security services. In comparison, 42.9% did not believe that the existing checks and balances have significantly influenced security services delivered by NPS.

For the Non-Commissioned officers and Constables (57.1%), who believed that the current checks and balances had influenced security services, attributed the significant influence to the following: progressive improvement in quality, additional support from advanced ICT surveillance equipment and accessories, refresher, promotions and capacity building programmes all of which were as a result of checks and balances. On the case of those who disagreed (42.9%), attribute the current dismal working conditions in many police stations in different parts of the country, unlawful dismissal and slow pace in cases involving police done by IPOA, other Non-Police agencies and the constant compromise on professionalism from senior officers were among the reasons for the respondents not to believe in the influence of checks and balances for the common good. As cited by Kivoi and Mbae (2013), despite IPOA's strides in ensuring the prosecution of officers involved in crimes, the inertia over the cases have been unnecessarily slow and

occasionally compromised. Therefore, in ensuring that police reforms take roots, targeted empowerment and sustainability of the institutional structures in NPS should be supported.

To determine the respondents' perceptions of the checks and balances in NPS, respondents were expected to indicate their level of agreement or otherwise on the statements in Tale 4.9.

Table 4. 9 Checks and Balances

Statement on check and balances	Responses										Mean	Std. Dev.
	SD 1		D 3		N 3		A 4		SA 5			
	F	%	F	%	F	%	F	%	F	%		
Regulatory structures are crucial in the day-to-day delivery of security services in NPS.	0	0	0	0	0	0	77	50	77	50	4.50	0.50
Oversight in NPS is carried out objectively.	0	0	53	34.4	25	16.2	49	31.8	27	17.5	3.32	1.13
Regulatory structures serve to guide, direct and even ensure accountability in security services in NPS.	0	0	0	0	0	0	131	85.1	23	14.9	4.15	0.36
Current Judicial and legislative systems are sufficient for quality security service delivery in NPS.	1	0.6	39	25.3	21	13.6	81	52.6	12	7.8	3.42	0.97
Checks and balances which are in place have not reduced crime and prevent further induction into criminal activities.	4	2.6	48	31.2	16	10.4	77	50	9	5.8	3.25	1.05
Checks and balances accord too much control to NPS.	1	0.6	51	33.1	15	9.7	76	49.4	11	7.1	3.29	1.03
Officers in NPS are comfortable with checks and balances which are already in place.	3	1.9	73	47.4	24	15.6	44	28.6	10	6.5	2.90	1.04
All agencies responsible for checks and balances perform their duties diligently.	3	1.9	76	49.4	24	15.6	41	26.6	10	6.5	2.86	1.04
The regulatory structures of the Kenya police service do not interfere with the daily running activities of the National Police Service.	4	2.6	80	51.9	19	12.3	48	31.2	3	1.9	2.78	0.99
The independent police oversight authority is effective in its oversight responsibilities.	9	5.8	75	48.7	25	16.2	42	27.3	3	1.9	2.71	0.99
Aggregate score											3.32	0.91
Do you believe checks and balances are important in security services delivered by NPS?	Yes						142 (92.2%)					
	No						12 (7.8%)					
Do you believe the current checks and balances has influenced significantly security services delivered by NPS?	Yes						66 (42.9%)					
	No						88 (57.1%)					
Has Checks and balances succeeded in security services delivered by NPS?	Yes						65 (42.2%)					
	No						89 (57.8%)					

Source: (Survey data, 2021)

In Table 4.9, the Non-Commissioned Officers and Constables indicate that the regulatory structures in the day-to-day delivery of security services in NPS are crucial (100% agreed). It guided, directed and ensured that accountability is realised in NPS' security services (100% agreed).

From the analysis 34.4% of the Non-Commissioned Officers and Constables although disagreed, 49.3% agreed that oversight in NPS was carried out objectively and that the current judicial and legislative systems were sufficient for quality security services in NPS (60.4% agreed). Further, 55.8% of the Non-Commissioned Officers and Constables agreed that the checks and balances currently in place have not reduced crime and prevented future induction into criminal activities on top of according too much control to NPS (56.5% agreed). This indication of non-declining crime incidences in the face of a sufficient judicial and legislative systems framework triggers concern for the future of national security in Kenya as it pocks holes into the implementation of the frameworks.

The results showed that, 64.9% of the Non-Commissioned Officers and Constables were in disagreement that officers in NPS were comfortable with the checks and balances already in place, Also 51.3% disagreeing that all agencies responsible for checks and balances performed their duties diligently. 54.5% also disagreed that the regulatory structures of the Kenya police service did not interfere with the daily running of activities and that the Independent Police Oversight Authority (IPOA) was not effective in its oversight responsibilities (54.5% disagreeing). Also, 57.8% of the Non-Commissioned Officers and Constables opinionated that NPS checks and balances had not yet succeeded towards quality security services. The aggregate scores in Table 4.1 show that the Non-

Commissioned Officers and Constables were also neutral on whether checks and balances were at the expected levels, as revealed by a mean of 3.32 and a standard deviation of 0.91.

Table 4.10 Ratings of the effectiveness of checks and balances

Institution	Rank: effectiveness of Checks and balances				Mean	Std	Total
	1 - 25%	26 – 50%	51 – 75%	76 – 100%			
National Police Service Internal Affairs Unit (IAU)	0	14.3	81.8	3.9	2.90	0.41	100%
Kenya National Commission on Human Rights (KNCHR)	0	14.9	81.2	3.9	2.89	0.42	100%
National Police Service Commission (NPSC)	7.8	26.6	58.4	7.1	2.65	0.73	100%
Independent Police Oversight Authority (IPOA)	5.8	30.5	54.5	9.1	2.67	0.72	100%
Community policing	7.1	23.4	59.1	10.4	2.73	0.74	100%
Aggregate Score					2.77	0.60	

Source: (Survey data, 2021)

In terms of the ratings on institutions tasked with checks and balances, table 4.10 shows the ratings on a scale of 1% to 100%. Notably, from a majority of the Non-Commissioned Officers and Constables, all the institutions scored between 51% to 75% in their effectiveness in checks and balances. This 51% to 75% rating is further emphasized by a mean aggregate score of 2.77. Conversely, 26.6%, 30.5% and 23.4% of the respondents' rate NPC, IPOA and community policing at between 26 to 50% effective. This raise concerns as even 7.8%, 5.8% and 7.1% lowly rated NPC, IPOA and community policing at below 25%. However, IAU was rated by a majority (81.8%) at between 51% to 75%. On the measures, the Non-Commissioned Officers and Constables

suggested that integrity checks and cases in IPOA should be fast-tracked in order to increase public confidence on both the NPS and IPOA's reliability.

From qualitative analysis on the interviews from the Gazetted, Inspectorate officers and Non-Police agencies, among the importance of checks and balances mentioned concerning security services delivered by NPS, is to tame excess power that may allow abuse, to ensure the independence of NPS, to promote accountability and improve efficiency and effectiveness of security services. However, checks and balances has subtly positively influence security service delivery in NPS. The Gazetted, Inspectorate officers and Non-Police agencies were also expected to indicate the level of involvement in the formulation of regulatory structures of NPS as represented in figure 4.8.

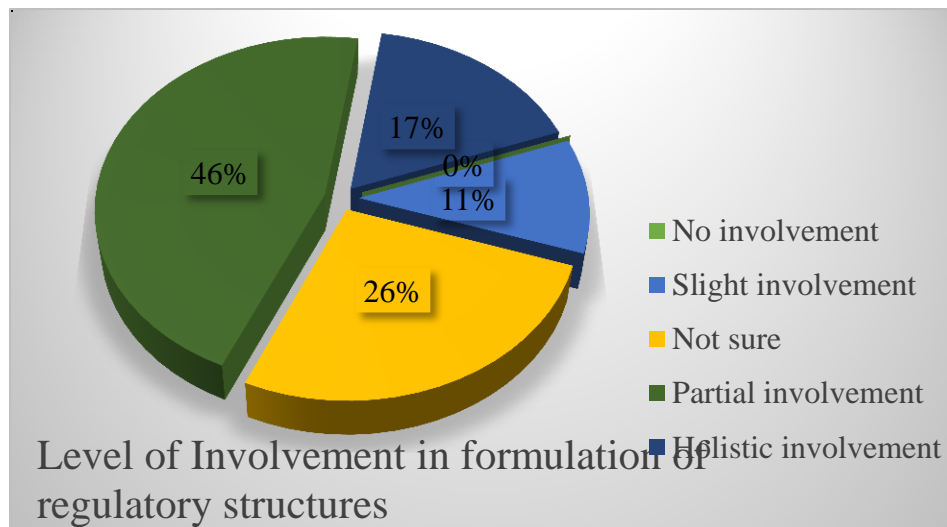


Figure 4. 8. Level of Involvement in the formulation of regulatory structures

Source: (Survey data, 2021)

From the Figure 4.8, 46% and 17% of the Gazetted, Inspectorate officers and Non-Police agencies indicated a partial and holistic involvement in the formulation of regulatory

structures of the National Police service. However, 26% of them were not sure whether there was involvement in the formulation of regulatory structures in NPS. This implies that the involvement processes are not transparent, and as such, the inclusivity of all officers is yet to be realised.

On the issue on other arms of government that influences the structure of NPS, the legislature is largely mentioned by the Gazetted, Inspectorate officers, the National police service Internal Affairs unit officers, National police service commission, IPOA and Community policing officers. The level of objectivity on oversight in security services is between 51% and 75%, as supported by 58.3% of the Gazetted, Inspectorate officers and Non-Police agencies. Although, cumulatively (85.7%), the level of objectivity on oversight was above 51%, as supported by 58.3% and 27.4% of the Gazetted, Inspectorate officers and Non-Police agencies and 14.3% of them rated the level of objectivity on oversight at between 26% and 50%. This implies that objectivity on oversight still needs redress for it to realise over 75% rating. As set out by Coffee (2011) while studying contingent capital and the need for regulation strategies beyond oversight, ratings over 75% imply that the service quality is at a satisfactory state. Respondent IIP-NPS (019) reported that,

“Non-Police agencies are currently below the expected effectiveness and efficiency level in oversight responsibilities”.

Therefore, targeted efforts anchored in law should be formulated towards revitalizing the spirit and mission of IPOA, community policing, NPSC and AIU towards the delivery of their mandates so that they may not be captured in the discharge of their mandate. Moreover, on the areas that need improvement towards quality law enforcement, prompt

provision of funds to facilitate quick response, facilitate deployment and more importantly provide decent housing, clean environment which officers have to contend with in their vicinity are a necessity. Basing on the experience of the Gazetted, Inspectorate officers and Non-Police agencies officers, among the measures that could be put in place to improve or deal with influential effects of checks and balances on security services, are the advocacy of professionalism that is accountable and which harbours a sense of common purpose in NPS among the cadres. These findings are in agreement with proposed amendment bill 2020 that there must be changes of mandate and performance of these Non-Police agencies. Especially on NPSC, in Clause 67 of the Bill proposes to amend Article 246 (National Police Service Commission) to harmonise certain functions of the Commission with the function of the centrality of command by the Inspector-General of Police.

4.4.2.3. Results of Coordination

Regarding coordination as a governance mechanism and its influence on Security services in NPS, all the Non-Commissioned officers and Constables (100%) believed that coordination was important in security services delivered by NPS. Also, based on their experience, 55.8% believe that the current flow of coordination has significantly influenced security services. However, 44.2% of the Non-Commissioned Officers and Constables did not believe that the current flow of coordination has considerably influenced the state of security services delivered by NPS. Table 4.11 indicate the extent to which Non-Commissioned Officers and Constables agree/disagree with the statements on how coordination influences security services delivered by NPS.

Table 4. 11 Results of Coordination

Statement on coordination	Response										Mean	Std. Dev.
	SD 1		D 2		N 3		A 4		SA 5			
	F	%	F	%	F	%	F	%	F	%		
The current Command structure in NPS has enhanced security service delivery.	10	6.5	71	46.1	11	7.1	49	31.8	13	8.4	2.90	1.17
Since the merging of the two forces, coordination has been efficient.	3	1.9	62	40.3	15	9.7	67	43.5	7	4.5	3.08	1.05
Coordination of operational processes determines the quality of service delivery in law enforcement agencies.	0	0	0	0	0	0	137	89	17	11	4.11	0.31
Communication within the NPS flows freely.	2	1.3	62	40.3	6	3.9	66	42.9	18	11.7	3.23	1.14
Officers in NPS are comfortable with the current coordination structure.	15	9.7	69	44.8	5	3.2	62	40.3	3	1.9	2.80	1.13
There is harmonized coordination of security services in the National Police Service.	6	3.9	15	9.7	0	0	98	63.6	35	22.7	3.92	0.98
Information sharing is well-coordinated, ensuring good security service delivery in NPS.	11	7.1	10	6.5	0	0	94	61	39	25.3	3.91	1.07
Aggregate score											3.42	0.98
Do you believe coordination is vital in security services delivered by NPS?	Yes										100%	
	No										0%	
Do you believe the current flow of coordination has significantly influenced security services delivered by NPS?	Yes										86 (55.8%)	
	No										68 (44.2%)	

Source: (Survey data, 2021)

From the Non-Commissioned officers and Constables, responses reveal that the current command structure has not enhanced security service delivery in NPS (52.6%). Still, since the merging of the two forces, coordination has improved (48%). Moreover, all of them (100%) agreed that coordination of operational processes determined the quality of security services delivered in law enforcement agencies, and communication flowed freely within the NPS (54.6%). However, 41.3% disagreed on communication flow. Also, 86.3% agreed that a harmonized coordination and well-coordinated information sharing ensured quality security services are delivered by NPS (86.3%). However, 54.5% disagreed that they were comfortable with the current coordination structure, which raises concerns on how the current coordination structure operates. Further, the aggregate scores reveal that, on average, the Non-Commissioned Officers and Constables disagreed that the current coordination in NPS is not at the expected level (Mean of 3.4 and standard deviation of 0.98).

From the qualitative analysis, the senior officers were sceptical in evaluating the extent to which coordination has positively or negatively influenced security services delivered by NPS. This shows that there are underlying issues that need redress in the way coordination structure is managed. The Gazetted, Inspectorate officers and Non-Police agencies valued coordination in security services as the organizational structure in NPS is a command-based system. Based on their experience, to a greater extent, the current flow of coordination has positively influenced security services delivered by NPS. INP-(NPSO72) reports that:

“Although the prompt response from commandants, facilitation and mobility challenges exist, a well-laid chain of command and officers being answerable to

commandants from the bottom-up also exists, which has to ensured that communication to all officers should follow the right channel. However, there have been occasional overlaps experienced, with efforts directed towards eliminating the overlaps for a smooth transition from field commandants to reinforcement commandants who take over operations”

Den Boer (2019) explains that security organs complement rather than overlap each other in delivering effective and efficient security services. Therefore, creating complementary structures rather than overlapping ones are ideal in the provision of an effective and efficient security services.

Basing on the Gazetted, Inspectorate officers and Non-Police agencies' experiences, empowering the existing structure and upholding professionalism as stipulated in the codes of conducts 2011, are the major reasons why mandates and roles needed some changes to deliver effective and efficient security services in NPS. Also, the Gazetted, Inspectorate officers and Non-Police agencies suggested that accountability of all actions be taken to deal with the effects of coordination on security services. Further, political influence partially slowed and hindered seamless coordination. Accountability in coordination in Police operations promotes homogeneity in the operations (Giacomantonio, 2015). Therefore, promoting accountability increases the effectiveness of Police operations.

4.4.2.4. Results of Policy Formulation

Descriptive analysis showed that all (100%) the Non-Commissioned officers and Constables believed that policy formulation is essential in security services delivered by NPS. More than half (55.8%) of the Non-Commissioned Officers and Constables

believed that the current policy formulation approach is significantly influencing security services delivered by NPS. For the Non-Commissioned officers and Constables who said yes (55.8%), they explained that the current policy formulation approach has helped in reducing crime incidences to some extent and has promoted a good image of the Police, thus restored the lost public image and trust. The Non-Commissioned Officers and Constables, who said no (44.2%), blame the approach for not reducing the widespread and rampant corruption. Furthermore, the Non-Commissioned Officers and Constables indicated the extent to which they were agreeing or disagreeing with the statements on how Policy formulation influences security services delivered by NPS, as illustrated in Table 4.12.

Table 4. 12 Policy Formulation results

Statement on policy formulation	Responses										Mean	Std. Dev.
	SD 1		D 2		N 3		A 4		SA 5			
	F	%	F	%	F	%	F	%	F	%		
Policy-formulation arrangements that exist affect the quality of service delivery in the National Police Service.	11	7.1	35	22.7	18	11.7	61	39.6	29	18.8	3.40	1.23
The policy formulation process in NPS has been a participatory activity.	41	26.6	90	58.4	9	5.8	13	8.4	1	0.6	4.02	0.85
Current policies in NPS have greatly improved the service delivery of security services.	29	18.8	85	55.2	19	12.3	15	9.7	6	3.9	3.75	0.99
Current security policies are implemented effectively in NPS.	34	22.1	77	50	29	18.8	11	7.1	3	1.9	3.83	0.92
The National Police Service Act has been effective in its mandate in regulation and guidance of the Kenya police service.	2	1.3	49	31.8	0	0	70	45.5	33	21.4	3.54	1.18
The Kenya Constitution adequately supports quality law enforcement in the country.	0	0	0	0	0	0	124	80.5	30	19.5	4.19	0.40
Officers in NPS are comfortable with the policy formulations for security services.	16	10.4	50	32.5	40	26	27	17.5	21	13.6	3.12	1.38
Policies are in line with government requirements in improving security service delivery.	0	0	0	0	7	4.5	102	66.2	45	29.2	4.25	0.53
Do the current policy formulation process of the NPS affect your Service delivery positively?	0	0	26	16.9	0	0	104	67.5	24	15.6	3.82	0.90
Do you agree that transparent policy formulations and implementation will enhance security services in NPS?	0	0	0	0	38	24.7	75	48.7	41	26.6	4.02	0.72
Current security policy formulation is carried out objectively.	33	21.4	36	23.4	15	9.7	40	26	30	19.5	2.99	1.46
Aggregate score											3.72	0.96
Do you believe policy formulation is vital in security services delivered by NPS?	Yes						100%					
	No						0%					
Do you believe the current policy formulation approach has significantly influenced security services delivered by NPS?	Yes						86 (55.8%)					
	No						68 (44.2%)					

Source: (Survey data, 2021)

From Table 4.12, descriptive analysis shows that more than half (56.4%) of the Non-Commissioned Officers and Constables agreed that policy formulation arrangements were affecting the quality of service delivered. Since the process had not been a participatory activity (85% agreed) and the current security policies have not been implemented effectively in NPS (72.1% agreed), the National Police Service Act (2011) has been effective in regulating and guiding Kenya Police Service (66.9% agreed), but officers (46.9%) in NPS are not that comfortable with the policy formulations process.

In addition to the Kenyan constitution adequately supporting quality law enforcement (100% agreed) and policies being in line with government requirement of improving security services (95.4% agreed), a majority (83.1%) of the Non-Commissioned Officers and Constables felt that the current policy formulation process has affected their service delivery positively, but 16.9% have been affected negatively.

On the statement about transparency, 24.7% were not sure, but 75.3% of the Non-Commissioned Officers and Constables affirm that transparent policy formulations and implementation would improve security services in NPS. However, the current security policy formulations are not carried out objectively (44.8% opinionated). Furthermore, the aggregate scores revealed that, on average, policy formulations were almost at the desired level with a mean of 3.72 and standard deviation of 0.96. On the success of Policy formulations, 58.4% of the Non-Commissioned Officers and Constables believe that the current policy formulation has not succeeded in security service delivery by NPS. In contrast, 41.6% are of the view that the current policy formulation has succeeded in security service delivery by NPS. Upon explaining why, they were saying that it had

succeeded or not, the Non-Commissioned Officers and Constables who were in support of the success cite that it is due to reduced crime incidences, better police image and the trust restored in the public. The Non-Commissioned Officers and Constables who viewed that policy formulation had not succeeded cited the widespread and rampant corruption practices exercised by the police service during the provision of their constitutionally mandated roles. Overly, the Non-Commissioned Officers and Constables provided other ways in which policy formulations could be utilized, and they emphasized two of the ways as reported by QHC-NPS (043). First,

“policy formulations that will have the potential to improve the working conditions of police officers and second, ensure inclusivity of the lower cadres in the formulation process”

Therefore, to realise complete success from policy formulation, the current policies should strongly be adhered to and advocated for, in terms of compliance, so that future policy formulations can be of additional benefit to the current ones.

From the qualitative analysis, the Gazetted, Inspectorate officers and Non-Police agencies indicated that policy formulations to a great extent had been important in security services delivered by NPS. The current policy formulations approach has positively influenced security services provided by NPS. The senior officers, while displaying neutrality in the majority, provided a range of 26% to 75% level of inclusivity at the primary level of any stakeholder in the policy formulation process. Further, the Gazetted Inspectorate officers and Non-Police agencies identified the Executive, Judiciary and legislature (three arms of government) as influential in policy formulation. In order to engrave the implementation of policies formulated, inclusion of key stakeholders in the formulation process is key as they will own the policies (Flitcroft et al., 2011). Therefore,

inclusivity of stakeholders in policy formulation should be encouraged, in addition to control on the influence of the three arms of government.

On the measures which could be put in place to improve the current policy formulation, the Gazetted, Inspectorate officers, and Non-Police agencies suggested inclusivity of stakeholders, restrict out of court negotiations since they are susceptible to manipulation, intimidations and bribery plus ensuring that policies formulated foster accountability on public servants. These measures are in tandem with Flitcroft et al. (2011) and Davis (2012) who promotes the practice of inclusivity, protecting and promoting socio-economic rights of citizens, which is free from intimidation, manipulation and bribery.

4.4.3. Moderating and Mediating Variables

This study also investigated the moderating role of political influence and the mediating role of police culture on the influence of various governance mechanisms identified on the quality of security service delivered by the NPS. Respondents indicated the extent they were agreeing or disagreeing with police culture and political influence on the quality of security service in NPS.

4.4.3.1. Political Influence results

The Non-Commissioned Officers and Constables, based on their experience, were expected to indicate whether they believed that Political influence affected security services delivered by NPS, and 88.3% affirmed that it had a significant influence on security services while 11.7% of the Non-Commissioned Officers and Constables did not believe that political influence affected security services. For those who affirmed the significance of political influence (88.3%), they attributed the significance to the

promotion of responsible and accountable police. In comparison, the respondents who did not believe in its significance indicated that political influence suppressed responsible police service.

Furthermore, the Non-Commissioned Officers and Constables indicated the extent to which they were agreeing or disagreeing with the statements on effects of political influence on governance and security services delivered by NPS, their responses are as summarized in Table 4.13

Table 4. 13 Results of Political Influence

Statement on Political influence	Responses										Mean	Std. Dev		
	SD 1		D 2		N 3		A 4		SA 5					
	F	%	F	%	F	%	F	%	F	%				
Political interferences have greatly affected the quality of security service delivery in NPS.	30	19.5	12	7.8	28	18.2	56	36.4	28	18.2	3.26	1.38		
Politics of legislation influences governance mechanisms in NPS.	0	0	33	21.4	13	8.4	22	14.3	86	55.8	4.05	1.23		
Politics enhance policy formulation in National Police Service	0	0	19	12.3	16	10.4	24	15.6	95	61.7	4.27	1.07		
The politics of the current government negatively influence Police coordination.	0	0	13	8.4	15	9.7	22	14.3	104	67.5	4.41	0.97		
Political patronage among security officers is detrimental to effective security service delivery.	0	0	12	7.8	9	5.8	27	17.5	106	68.8	4.47	0.92		
Appointments to the top positions are politically acquired and controlled.	37	24	21	13.6	21	13.6	52	33.8	23	14.9	3.02	1.43		
Security services have negatively been affected by political nepotism in NPS.	25	16.2	18	11.7	20	13	57	37	34	22.1	3.37	1.38		
Officers in NPS are comfortable with the interplay of politics and security services in NPS	45	29.2	50	32.5	11	7.1	30	19.5	18	11.7	2.52	1.39		
Security services in NPS can be effective if politics do not negatively influence them	0	0	0	0	24	15.6	29	18.8	101	65.6	4.5	0.75		
Aggregate score											3.76	1.17		
Do you believe Political influence significantly affects security services delivered by NPS?	Yes												136 (88.3%)	
	No												18 (11.7%)	

Source: (Survey data, 2021)

From Table 4.13, 54.6% of the Constables and Non-Commissioned officers ascertained that, political interferences have negatively affected the quality of security services, 70.1% affirming that politics of legislation influences governance mechanisms, even as 77.3% affirmed that politics enhances policy formulation. Likewise, to the senior officers who responded, 77% believe that political influence affected significantly security services delivered by NPS. Also, 81.8% of the Non-Commissioned officers and Constables agreed that the politics of the current government negatively influenced police coordination, for example, political patronage among security officers, which was detrimental to the effectiveness of security service delivery, 86.3% agreeing. Nevertheless, although 13.6% were neutral on political appointments, 48.7% agreed that the appointments to top positions were politically acquired and controlled, while 37.6% disagreed. This implies that favouritism compared to professionalism is at play leading to a decrease in competence and quality security services delivered by NPS.

Further, 59.1% of the Non-Commissioned Officers and Constables agreed that security services had negatively been affected by political nepotism in NPS, 61.7% of the officers in NPS were not comfortable with the interplay of politics and security services and that security services can be effective if they were not influenced negatively by politics 84.4% affirmed.

On average, the Non-Commissioned Officers and Constables agreed that political influence has affected governance mechanisms which in turn affected the quality of security services delivered by NPS, as revealed by the aggregate scores of mean of 3.76 and standard deviation of 1.17.

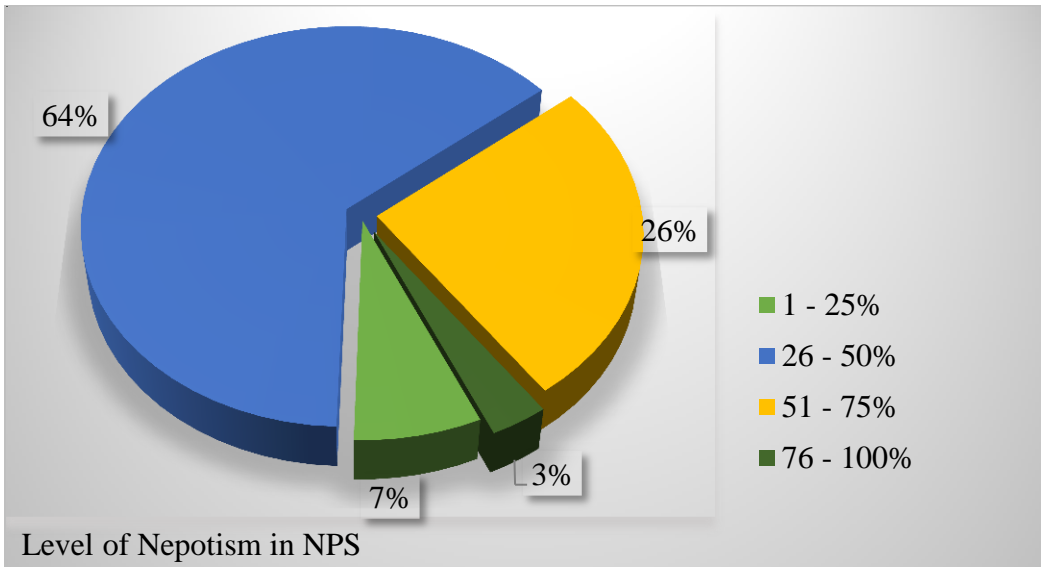


Figure 4.9 Level of Nepotism

Source: (Survey data, 2021)

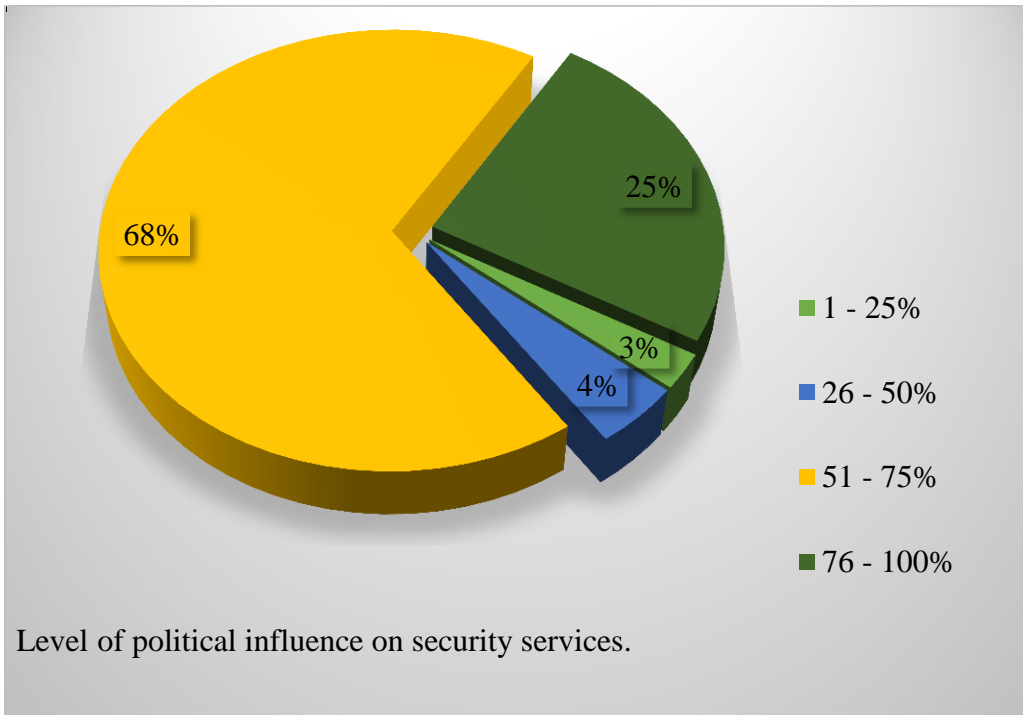


Figure 4.10 Level of political influence

Source: (Survey data, 2021)

From Figure 4.9 and 4.10, the majority of the Non-Commissioned Officers and Constables (64% and 68%) rated the level of nepotism and political influence on security services at between 26% and 50% and between 51% and 75%, respectively. This implies that Nepotism is being practised in NPS and that political influence significantly affects security services delivered by NPS, which coincide with Muthondeki et al. (2017) conclusion that nepotism was significantly affecting job performance by NPS.

QHN-NPS (033), *suggested that*

“measures that would reduce the negative political interference in NPS when applied include; promotion of police independence, embrace a merit-based career progression, promote a positive public image of NPS and emphasize accountability of acts executed by police officers”. IIP-NPS (012) however commented that *"political influence could be a force for the betterment of NPS when codes of conduct are adhered to”.*

Further (QEC-NPS088), suggested,

"More often, political influence had been used to circumvent and delay justice for the week in favour of the mighty."

Therefore, these divergent assertions need to be harmonised for quality security services to be realised as suggested by Muthondeki et al., (2017).

In the interviews, Gazetted, Inspectorate officers and Non-Police agencies agreed (100%) that political influence significantly affected security services delivered by NPS.

Table 4. 14 Overall Results of effect of Politics on governance mechanisms

Governance Mechanisms	Ratings on Overall effect of Politics on governance mechanisms				Mean	Std.	Total
	1 -25%	26 – 50%	51 – 75%	76 – 100%			
Administrative decisions	5.9	38.8	41.2	14.1	2.63	0.80	100%
Checks and Balances	3.5	35.3	35.3	25.9	2.84	0.86	100%
Coordination	63.5	24.7	11.8	0	1.48	0.70	100%
Policy formulations	4.7	27.1	43.5	24.7	2.88	0.84	100%
Aggregate Score					2.46	0.80	

Source: (Survey data, 2021)

In terms of the overall ratings on the effect of political influence on the four identified governance mechanisms, as summarized in table 4.14, the aggregate mean of 2.46 implies that Politics has between 26% to 50% effect on administrative decisions, checks and balances and policy formulations. The respective effect on the administrative decision was placed at between 51% to 76%, on coordination at below 25%, on checks and balances at between 26% to 75%, and the effect on policy formulations is rated at between 26% to 75% on average. The governance mechanism least affected by political influence was coordination at below 50%, unlike administrative decisions, checks and balances and policy formulations.

Further, the Gazetted, Inspectorate officers and Non-Police agencies were asked to identify the areas in the current politics that would improve the quality of law enforcement. In their responses, politics that promoted the independence of NPS and which promoted professionalism in deployment, placement, transfers and promotion based on merit were the identified areas in the current politics. In addition, the Gazetted,

Inspectorate officers and Non-Police agencies suggested measures that would deal with political interference in NPS when put in place. Among the measures proposed; the strengthening of Non-police agencies, rigorous vetting of political appointees and the execution of a free and fair recruitment process. IIP-NPS (019) reported that:

"Under good political leadership, NPS benefits fully due to good governance that will be accountable"

Overly, one concern became consistent among the respondents that political appointees for NPS need to be vetted publicly. In overall these findings are in consistent with UNODC (2011) in that, police require operational independence. In which the police leadership are allowed enough autonomy to make decisions (Davis, 2018), encapsulated in an established framework, consistent with policies and laws, outlining the way to respond to instances of compromise on law-and-order and the way to allocate resources following intelligence and professional expertise including community contacts, hence demonstrating accountability from administrative decisions.

4.4.3.2. Police Culture results

Based on the experience of Non-Commissioned Officers and Constables, majority (88.3%) believe that police culture influence significantly the quality of security services delivered by NPS. On the statement on whether police culture had positively influenced security services, the Non-Commissioned Officers and Constables indicate that it boosted the motivation of officers towards exemplary performance (40% supported), while on the contrary, it led to discouragement (36.2%), job frustrations (27%) that led to officers neglecting and absconding their duties. Table 4.15 illustrates the extent of the respondent agreement or disagreement on how Police culture influence security services delivered by NPS.

Table 4. 15 Results of Police Culture

Statement police culture	Responses										Mean	Std. Dev.
	SD 1		D 2		N 3		A 4		SA 5			
	F	%	F	%	F	%	F	%	F	%		
The current level of integrity of officers in NPS has created confidence with the public who report cases of crime.	1	0.6	52	33.8	14	9.1	72	46.8	15	9.7	3.31	1.06
The public and other agencies are comfortable with the integrity of the NPS.	11	7.1	65	42.2	43	27.9	28	18.2	7	4.5	2.71	0.99
The Code of Conduct has shaped Police culture enhancing security service delivery in NPS.	0	0	7	4.5	0	0	125	81.2	22	14.3	4.05	0.57
The moral courage of officers creates a good working environment, hence good service delivery.	0	0	7	4.5	19	12.3	109	70.8	19	12.3	3.91	0.65
Capacity building can improve and motivates officers and hence improve integrity in NPS	0	0	12	7.8	2	1.3	102	66.2	38	24.7	4.08	0.75
The level of accountability in NPS is sufficient.	34	22.1	55	35.7	14	9.1	25	16.2	26	16.9	2.70	1.41
The relationship between NPS and the public is cordial.	30	19.5	48	31.2	25	16.2	29	18.8	22	14.3	2.77	1.35
Progressive police culture in NPS has improved since the merging of the police service.	0	0	61	39.6	18	11.7	18	11.7	57	37	3.46	1.34
Aggregate score											3.37	1.02
Do you believe Police culture influences significantly security services delivered by NPS?	Yes								136 (88.3%)			
	No								18 (11.7%)			

Source: (Survey data, 2021)

From Table 4.15, more than half, 56.5% of the Non-Commissioned Officers and Constables were in agreement that the current level of integrity of officers had created public confidence to report cases of crime, 81.2% also agree that the code of conduct had shaped police culture and the moral courage of officers created a good working environment (60.8% agreed). Conversely, 33.8% and 57.2% disagreed that the current level of integrity had created public confidence and the level of accountability in NPS was sufficient, respectively.

More than 66.2% of the Non-Commissioned Officers and Constables agreed that capacity building could improve and motivate officers plus the progressive police culture since merging of the police service on the quality of service delivery in NPS (48.7% agreed). The aggregate scores from Table 4.16 indicated that, on average, the Non-Commissioned Officers and Constables were neutral on Police culture's influence on the moral stance of NPS officers in relation to the quality of security services delivered by NPS as shown by mean of 3.39 and standard deviation of 1.01.

Non-Commissioned Officers and Constables further were expected to respond on the causes of lousy police culture. Majority of them cited favouritism in the way promotions, placements and transfers were made that led other officers to perceive that they were oppressed (IIP-NPS019). However, the Non-Commissioned Officers and Constables suggested measures that could be put in place to improve bad police culture in NPS. These measures were; facilitation of open communications regarding career opportunities, accountability of senior officers and fairness in placements, promotions,

and facilitation of inclusivity. To illustrate more on culture and its relation to governance and security service delivery was alluded by QEC- NPS (147) who eluded that,

"Culture, when harnessed, could provide a trajectory for progression but when not nurtured, leaves a space for tense and strained relationships among officers"

From the interviews, the Gazetted, Inspectorate officers and Non-Police agencies affirmed that police culture to a great extent positively influence security services delivered by NPS. Moreover, they were expected to explain how police culture contributes to police corruption in NPS. They opinionated that, since corruption, as a vice, had been widely embraced; it had dressed down police integrity and had hindered new cases of crimes from being reported. On the codes of conduct, the Gazetted, Inspectorate officers and Non-Police agencies indicated that the codes of conduct for police officers had enhanced the quality of security services delivered by NPS to a great extent.

The Gazetted, Inspectorate officers and Non-Police agencies, on one hand, cited the absorbing culture of bribery in every public office as the main contributor to poor integrity. But on the other, the majority were not sure about the level of moral courage of officers in creating a good working environment and delivering good service. This response implies that the Gazetted, Inspectorate officers and Non-Police agencies were sceptical on highlighting the moral state of the NPS. As argued by Silver, Roche, Bilach, and Bontrager (2017) police culture provides a feasible approach towards minimizing and even eliminating instances of bribery from security organs. Therefore, developing a

progressive Police culture can advance integrity, reduce bribery and even develop the moral courage of officers in NPS.

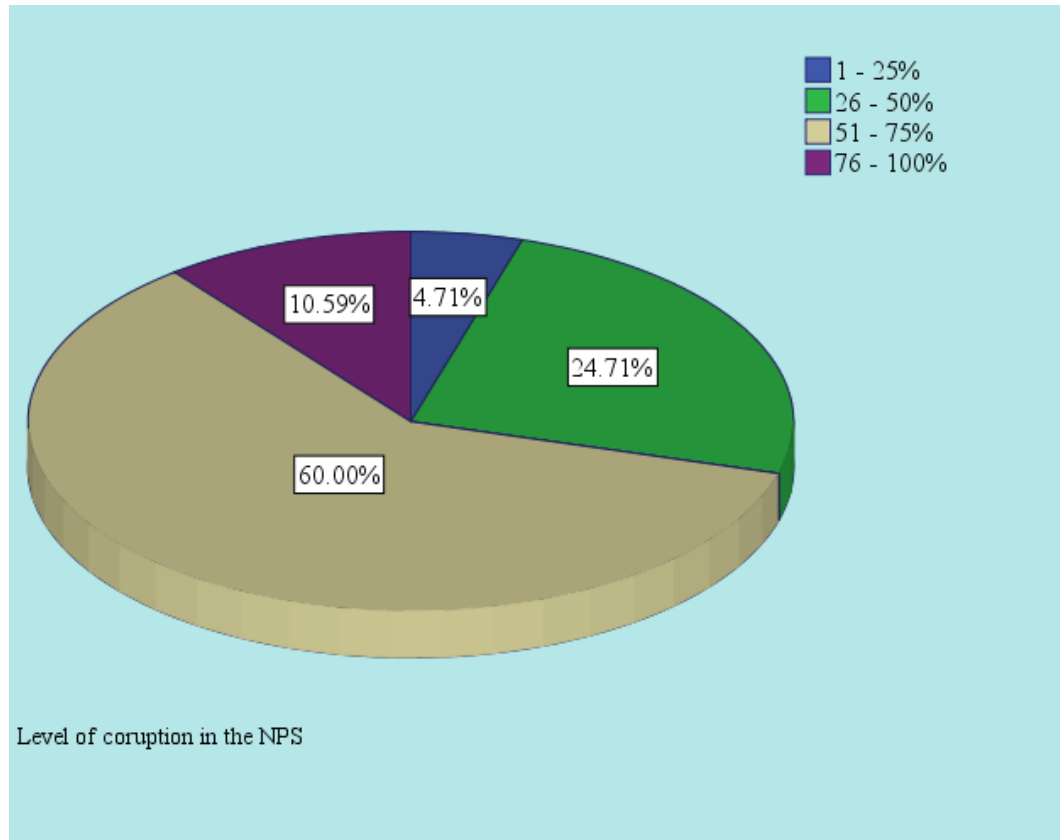


Figure 4.11 Level of Corruption in NPS

Source: (Survey data, 2021)

Furthermore, the Gazetted, Inspectorate officers and Non-Police agencies were expected to rate the level of corruption and identify which cadres are affected by corruption. In their responses, 24.71% rated corruption at 26% to 50%, 60% rated at 50% to 75% and only 10% rated at above 75%. However, on the cadre affected by corruption, 56.5% identified the higher ranks as the most affected by corruption practices. The reason cited being that since the NPS structure is command-based, higher level instructions are

executed without question. These instructions may be erroneous but are executed anyway. Also, 56.5% of them rated accountability in arrests and prosecutions at 51% to 75%, 20% rated it at 26% to 50%, while only 12.9% of the Gazetted, Inspectorate officers and Non-Police agencies rated accountability at above 75%. Figure 4.11 illustrate the level of corruption, the rank most affected by corruption and the level of accountability ratings in arrests and prosecutions made by NPS.

Lastly, the Gazetted, Inspectorate officers and Non-Police agencies were expected to comment and offer suggestive measures to improve security services concerning police culture. They commented that a good Police culture would promote ethics and integrity, and for that to be achieved, sensitization on service to humanity, improvement of the working conditions and merit-based career progression measures should be embraced.

In addition, QEN- NPS (106) reported that

“Nepotism in career progression should be eradicated, encourage professionalism and eradicate corruption. Nevertheless, Police culture has gradually been improving and would be vital in realising quality security services delivered by NPS; however more ethical training is required on officers to enhance work ethics and accountability in policing”.

Thematically Qualitative data was analyzed based on common themes as developed from the study objectives and by extension research variables. The qualitative data analysis is illustrated and discussed in Table 4.16

Table 4. 16 Qualitative Data

Themes	Description
Administrative decisions	Administrative decisions significantly influence security service delivery. Thus, it determines the quality of security services delivered by NPS.
checks and balances	Checks and balances influence on security services delivery by NPS is significant. Current working environment, wrongful dismissals attribute a lot to the quality of security services delivered by NPS.
Coordination	Coordination significantly influences security services delivered, security lapses is linked to ineffective coordination among different organs of the NPS.
Policy formulation	Security policy spectrum is a multi-policy structure, and in this way, it enhances effectiveness, accountability and efficiency of services if adequately implemented.
Political influence	Political influence significantly influences the relationship between governance mechanisms and security service delivered by NPS. Therefore, political influence cannot be ignored in matters security, as the political occurrences directly affect National security state.
Police culture	Police culture influence decision making and actions taken in discharging security service mandate hence influence security service delivered by NPS.

Source: (Researcher: 2021)

Table 4.16 shows that Administrative decision influences the quality of security service delivery in the NPS. This is reiterated by Fischer and Miller (2017), who posited that the influence of administrative decisions on quality of service delivery in public sector is in terms of making policy, the professionalism of public administrators in resource allocation, utilization and management of resources. In this way, it is in line with Waldo (2017), who concluded that the manner in which senior administrators and stakeholders make their decision against that of the junior administrators and could result in everyday

work conflict. Therefore, administrative decision should be participatory (Lovan, Murray &Shaffer , 2017).

Furthermore, the practice of checks and balances provides a cross-exposure opportunity for different departments, inspiring every employee and influencing their productivity. However, inconsistent with Nazir, Ahmad and Khan (2017), the findings affirm that given the modern governance complexities, rigidity could be perceived during enforcement in relation to separation of powers, resulting to the NPS under functioning, as in many government institutions. These findings agree with Munzhedzi (2017), who concluded that in practice, the separation of functions is not clear between the government arms, thereby affecting their working design.

The respondents considered and advocated the use of effective Checks and balances contrary to the separation of powers doctrine that is promoted by Mangu (1998) and Mojapelo (2013). Dube (2017) explain that the separation of powers is grounded on the fact that each government arm has designated and unique powers, exclusive to that arm, discouraging the concentration of power onto one arm plus existence of checks and balances in the respective arms. Nevertheless, Vandenberg (2019) in his study conclude that, pure checks and balances on institutions and government functions have never been realized in practice, thus NPS is not exceptional.

The findings show that the success of functions in any public institution is inseparably related to coordination. This is in agreement with Whelan (2017) who revealed that security networks increase performance when coordination advances from cooperation to collaboration. Notably, the efficiency in coordination benefits an organization and tends

to enhance competence for the individuals engaged in the process. This perspective upholds the observations that NPS should contemplate in ensuring that coordination is effectively and efficiently initiated to function in both vertical and lateral directions with managers acting as link agents (Buick, Blackman & Johnson, 2018; Wiengarten, Fan, Pagell & Lo, 2019).

The findings agree with Lapke and Dhillon (2020) who concluded that how policy in security service is developed and applied is coupled with potential challenges that are hard to evaluate. However, despite this, the findings view that Policy formulation should be participatory as Paananen, Lapke and Siponen (2020) viewed security policy spectrum as a multi-policy structure. Also, the findings support Woldekidan (2016) who posits that Police have discretionary powers to carry out their functions as encapsulated in their policies independently. Thus, Police must work within a given framework as they exercise their powers to enhance efficiency, effectiveness and accountability.

The current investigation affirms the findings by Van Steden, Van Der and Lasthuizen (2015), Mkhize (2016) and Larry (2018), which hold the view that as is with any group, police have personalized culture practised by officers in the police department. This practiced personalized culture guides the officers in their roles and influences perception about their duties. Police culture is important as it affects decision making and actions taken in discharging security services mandate (Lemarleni, Ochieng, Gakobo & Mwaura, 2017).

Efforts made to transform police culture and make NPS independent has not yielded tangible results. Although, police culture is important in security operations and services in NPS as explained by Larry (2018) and Surya (2019), the respondents concurred that, strategies to change the influence of bad culture and political influence are crucial to enhancing corporate performance within NPS (Woldekidan, 2016; Adeyemo, 2014).

National police services culture and political influence therefore, require transformational leadership. This is because Police culture and political influence are an important phenomenon, as they are the foundation for realizing trust, modern and professional police personnel, as expected by the National Police service charter of service (2015).

4.5. Regression Analysis

Regression analysis was utilized to test the research variable. Sheskin, (2020) asserts that data can either be continuous or categorical. Since the data for this study qualified to be categorical in nature, tests of statistical significance utilized were chi-square and Fishers Exact test as advocated by Kothari (2004), Jackson (2015), Sheskin (2020) and McHugh (2013). However, before the regression analysis was carried out, several diagnostics tests were conducted to establish the appropriateness of the data for making inferences and drawing conclusions.

Linearity, normality, multi-collinearity and Heteroscedasticity tests were conducted to investigate the basic assumptions of regression, as suggested by McCullagh (2019). Also, relational tests (correlation) and tests for significance (Chi-square) were conducted to ascertain the nature of the association and the significance of the independent variables on the dependent variable (Altman & Bland, 2009), as shown in section 4.5.1.

4.5.1. Results of Diagnostic tests

In this section, Linearity, Normality Multi-collinearity and Heteroscedasticity tests are presented.

4.5.1.1. Linearity test Results

The linearity assumption was tested for governance mechanisms variables concerning the quality of security services delivered by NPS, using Pearson's linear-by-linear correlation statistics as shown in Table 4.17.

Table 4. 17 Linearity test for Governance mechanisms and quality of security service

Governance mechanisms	Quality of service		Conclusion
Administrative decisions	Pearson linear-by-linear correlation	0.140	Linear
	Sig. (2-tailed)	0.008	
Checks and balances	Pearson linear-by-linear correlation	2.038	Linear
	Sig. (2-tailed)	0.013	
Coordination	Pearson linear-by-linear correlation	1.825	Linear
	Sig. (2-tailed)	0.017	
Policy formulation	Pearson linear-by-linear correlation	0.376	Linear
	Sig. (2-tailed)	0.043	

Source: (Survey data, 2021)

From the results in Table 4.17 the quality of security service delivered by NPS was significantly and positively related to administrative decisions ($p_value=0.008$), checks and balances ($p_value=0.013$), coordination ($p_value=0.017$) and policy formulation ($p_value=0.043$). The positive correlation for each governance mechanism in relation to

the quality of security services implies that, for an increase in administrative decisions, checks and balances, coordination and policy formulation, there is a simultaneous increase in the quality of services delivered by NPS. In the same manner, for a decrease in administrative decisions, checks and balances, coordination and policy formulation, there is an associated, simultaneous decrease in the quality of services delivered by NPS. This linearity significance evident between the dependent and independent variables provides a basis for modelling a linear association as proposed in models 3.1, 3.2, 3.3, 3.4, 3.5, 3.6 and presented in models 4.1, 4.2, 4.3, 4.4, 4.5 and 4.6 respectively in section 3.11.1 Empirical model.

4.5.1.2. Multi-Collinearity Results

To ascertain the existence of Multicollinearity, tolerance and variance inflation factor (VIF) statistics were computed as represented in Table 4.18

Table 4. 18 Multi-collinearity and Heteroscedasticity tests

Model	Collinearity Statistics		Heteroscedasticity
	Tolerance	VIF	Breusch-Pagan test
Administrative decisions	0.968	1.033	Test statistic 2.110 <i>pvalue</i> 0.712
Checks and balances	0.986	1.011	Test statistic 0.375 <i>pvalue</i> 0.348
Coordination	0.973	1.028	Test statistic 3.925 <i>pvalue</i> 0.675
Policy formulation	0.981	1.019	Test statistic 2.760 <i>pvalue</i> 0.106
Mean VIF	0.977	1.023	
Breusch-Pagan Test – Model overall			Test statistic 3.293 <i>pvalue</i> 0.143

Source: (Survey data, 2021)

Table 4.18 above indicates that the VIF for administrative decisions is 1.033, for Checks and balances is 1.011, for coordination is 1.028 and for policy formulation is 1.019. The

tolerance values for administrative decisions, checks and balances, coordination and policy formulation are 0.968, 0.986, 0.973 and 0.981 respectively. From the thresholds discussed in section 3.12.3 and 3.12.4, a VIF value of less than 10 and a tolerance value of more than 0.1 indicate the absence of Multicollinearity. To that end, collinearity between the explanatory variables (administrative decisions, checks and balances, coordination and policy formulation) is not evident, as supported by the mean VIF of 1.023, which is also way less than the set threshold of 10.

4.5.1.3. Heteroscedasticity test Results

Heteroscedasticity test was conducted using the Breusch-Pagan test to check for constant variance, as represented in table 4.18. The Breusch-Pagan statistic for administrative decision is 2.110, and the p_{value} is 0.712; for checks and balances is 0.375 with a p_{value} of 0.348, for coordination is 3.925 with a p_{value} of 0.675, and for policy formulation is 2.760 with a p_{value} of 0.106. The overall Breusch-Pagan statistic is 3.293 with a p_{value} of 0.143. Using the null hypothesis of constant variance, the overall $p_{value} = 0.143$ is not less than 0.05. Similarly, the individual p_{values} for administrative decision, checks and balances, coordination, and policy formulation are not less than 0.05, denoting that the null hypothesis is not rejected. This then means that there was not enough evidence to support the rejection of the null hypothesis. In essence, it denotes that the response variable shows the same quantity of variance across different range of values of the predictor variables. Therefore, the results mean that there is no evidence to support the existence of Heteroscedasticity in the variables that were modelled from the proposed equations 3.1, 3.2, 3.3, 3.4, 3.5 to 3.6.

4.5.1.4. Normality Test Results.

To test for normality, statistics estimating measure of shape (kurtosis and skewness) were computed as illustrated in Table 4.19. The thumb rule is that a variable is sensibly near normal if its kurtosis and skewness values are between -1.0 and + 1.0 as recommended by Myoung (2008). Kurtosis and skewness statistics are depicted in Table 4.19

Table 4. 19 **Results of Normality Test**

Variable	Descriptive	Statistics	St error	conclusion
Administrative decision	Skewness	-0.125	0.098	Normally Distributed
	Kurtosis	0.186	0.839	
Checks and balances	Skewness	-0.147	0.098	Normally Distributed
	Kurtosis	0.411	0.609	
Coordination	Skewness	-0.452	0.067	Normally Distributed
	Kurtosis	0.641	0.365	
Policy formulation	Skewness	-0.857	0.022	Normally Distributed
	Kurtosis	0.227	0.123	
Political influence	Skewness	-0.0081	0.172	Normally Distributed
	Kurtosis	0.289	0.342	
Police culture	Skewness	-0.753	0.025	Normally Distributed
	Kurtosis	0.642	0.371	

Source: (Survey Data, 2021)

The results in Table 4.19 indicate that the variable values are normally distributed with kurtosis and skewness statistics between -1.0 and + 1.0. These shows that administrative decision, checks and balances, coordination, policy formulation, political influence and police culture, resembles a normally distribution and hence additional tests are feasibly convenient on collected data as endorsed by Myoung (2008) and Razaliand Wah (2011).

4.5.2. Test of significance for Overall Governance mechanisms on quality of security services delivered by NPS

Table 4.20 presents a cross-tabulation for quality of service provided by NPS and the overall governance mechanisms, Chi-square test for significance, specifically the Fisher's Exact test for a 2 by 2 contingency table was used. The Chi-square test is as presented in table 4.21.

Table 4. 20 Cross tabulation for overall governance mechanisms on the quality of security service

		Has the current governance mechanism helped improve security services delivered by NPS?		Total
		Yes	No	
Has the National Police Service provided quality services as expected?	Yes	20 (12.99%)	20 (12.99%)	40 (25.97%)
	No	61 (39.61%)	53 (34.41%)	114 (74.03%)
Total		81 (52.6%)	73 (47.4%)	154 (100%)

Source: (Survey data, 2021)

Table 4. 21 Chi-square test for the overall governance mechanisms on the quality of security service

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability	Conclusion
Pearson Chi-Square	.146	1	.002	.017	.021		Governance mechanisms were Significantly influencing the quality of security services as P _{Values} are less than 0.05.
Continuity Correction	.039	1	.043				
Likelihood Ratio	.146	1	.002	.017	.021		
Fisher's Exact Test				.017	.021		
Linear-by-Linear Association	.145	1	.003	.017	.021	.136	
N of Valid Cases	154						

Source: (Survey data, 2021)

From Table 4.21 the Fisher’s Exact test indicate that the overall influence of governance mechanism is significant at a 95% level of confidence ($p_{value} = 0.017$) Therefore, the general investigation on the significance of governance mechanisms’ influence, allows for narrower scrutiny of this study's four specific mechanisms as presented in sections 4.6 that follows.

4.6. Inferential statistics Results

During the classification of data, the four main variables (administrative decisions, checks and balances, coordination and policy formulation) qualified to be categorical, as described by Tranmer & Elliot, 2008; king, 2008; Sarkar & Midi, 2010). Binary Logistic regression analysis was used to develop the base model to illustrate the empirical observations made on the association between mechanisms of governance and security service delivery in NPS (Sheskin, 2020; Kothari, 2004; Jackson, 2015). Four hypotheses

were first tested at $\alpha=0.05$ level of significance with a 95% confidence level as a basis for determining the significant influence of governance mechanisms factors' on security service delivered by NPS. Thereafter the individual variable's influence was linearly represented, and composite indices generated to represent the variation accounted for by the linear representations in explaining the dependent variable. In addition, two hypotheses were also tested to respond to the objectives on moderation and mediation of political influence and police culture, respectively.

This section tested the six hypotheses developed in section 1.4, and they were;

H₀₁ There is no significant influence of administrative decisions on security services delivery by the National Police Service in Kenya,

H₀₂ There is no significant influence of checks and balances on security services delivery by the National Police Service in Kenya,

H₀₃ There is no significant influence between coordination and security services delivery by the National Police Service in Kenya,

H₀₄ Policy formulation has no significant influence on security services delivery by the National Police Service in Kenya,

H₀₅ Political influence has no moderating influence on the relationship between governance mechanisms and security service delivery by the national police service in Kenya and

H₀₆ Police culture has no mediating influence on the relationship between governance mechanisms and security services delivery by the national police service in Kenya.

The first four hypotheses tested, responded to the first four objectives developed in section 1.3, examining the influence of administrative decisions, checks and balances, coordination and policy formulation on the quality of security services delivered by NPS. The fifth and sixth hypotheses tested, responded to the moderating and mediating effects of political influence and Police culture on the association between mechanisms of governance and security services delivered by NPS. The direct, moderating and mediating relationships are discussed and presented in section 4.6.1

4.6.1. Tests of Hypotheses Results

The findings of the hypotheses tests are as shown in the table 4.22.

Table 4. 22 Results of Hypotheses Testing

Governance Mechanisms	Tests	Value	df	Asym p. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability	Conclusion
Independent Variables								
Administrative Decisions	Pearson Chi-square	.141	1	.008	.007	.048		Factor was significant
	Fisher's Exact Test				.007	.048		
	Linear-by-Linear Association	.140	1	.008	.007	.048	.019	Significant
Checks and Balances	Pearson Chi-square	2.052	1	.023	.033	.007		Factor was significant
	Fisher's Exact Test				.033	.007		
	Linear-by-Linear Association	2.038	1	.013	.033	.007	.005	Significant
Coordination	Pearson Chi-square	1.837	1	.015	.019	.021		Factor was significant
	Fisher's Exact				.019	.021		

	Test							
	Linear-by-Linear Association	1.825	1	.017	.019	.021	.006	Significant
Policy Formulations	Pearson Chi-square	.378	1	.038	.003	.035		Factor was significant
	Fisher's Exact Test				.003	.035		
	Linear-by-Linear Association	.376	1	.040	.003	.035	.022	Significant
Moderating factor								
Political influence on governance mechanisms and security service delivery	Pearson Chi-square	1.768	1	.014	.020	.048		Factor was significant
	Fisher's Exact Test				.020	.048		
	Linear-by-Linear Association	1.757	1	.015	.020	.048	.091	Significant
Mediating factor								
Police Culture on governance mechanisms and security service delivery	Pearson Chi-square	.918	1	.038	.006	.028		Factor was significant
	Fisher's Exact Test				.006	.028		
	Linear-by-Linear Association	.912	1	.039	.006	.028	.016	Significant

Source: (Survey data, 2021)

From Table 4.22 this study focused on Fisher's Exact test since it was more precise to a 2 by 2 contingency table and the linear-by-linear association (Gogtay & Thatte, 2017; Agresti, Mehta & Patel, 1990), which is helpful in determining governance mechanisms' linear significance to the quality of security services delivered by NPS. The Fishers' Exact test statistic and the linear-by-linear association statistic (values bolded column-wise in Table 4.22), which were interpreted using their respective thresholds, were

compared to the standard value at a 95% level of confidence. Moreover, Pearson Chi-square was also informative but it is a generalisation for any dimension of a contingency table (Agresti, Mehta & Patel, 1990). The Pearson Chi-squared p_{value} was also compared to the standard $\alpha = 0.05$ at a 95% level of significance. The null hypothesis (represented by H_{01} to H_{06}) is rejected if the respective p_{values} is less than $\alpha = 0.05$. The rejection of null hypothesis implies that the association between the response variable and the specific predictor variable is significant, and hence a statistically reliable conclusion can be made (Kothari, 2004).

A regression analysis conducted for administrative decisions, checks and balances, coordination and policy formulation in relation to the quality of security services delivered by NPS was as illustrated in the table 4.23

Table 4. 23 Results of Governance Mechanisms influence on Quality of security service

Goodness of fit	Test statistic		<i>p-value</i>
Cox & Snell R Squared	0.729		
Breusch-Pagan test (Heteroscedasticity)	3.293		0.143
Dependent Variable = Quality of Security service delivery	Logistic Regression Results		
	Coefficient	Standard Error	<i>p-value</i>
Constant	1.256	0.590	0.033
Administrative Decisions	-0.074	0.561	0.003
Checks and Balances	0.577	0.376	0.025
Coordination	-0.515	0.390	0.016
Policy Formulation	-0.268	0.383	0.043

Source: (Survey data, 2021)

Table 4.23 presents the goodness of fit using Cox and Snell’s R Squared statistic, Breusch-Pagan statistic for Heteroscedasticity and each of the independent variables’ coefficient together with their respective *p-values*. The R Squared of 0.729 indicate that the cumulative influence of the independent variables explain 72.9% of all the variations in the quality of security services delivered by NPS. The Breusch-Pagan statistic of 3.293 with a *p-value* of 0.143 affirm the modeling of equation 3.1 as

$$SS = e^{(\beta_0 + \beta_1 AD + \beta_2 CB + \beta_3 C + \beta_4 PF)} \dots \dots \dots \text{Equation 3.1}$$

Therefore, the regression equation from table 4.23 is;

$$SS = e^{(1.256 - .074 \text{ Administrative Decision} + .577 \text{ Checks and Balances} - .515 \text{ Coordination} - .268 \text{ Policy Formulation})} \dots \dots \dots \text{Equation 4.1}$$

4.6.1.1. Test of Hypothesis One:

H₀₁ There is no significant influence of administrative decisions on security services delivery by the National Police Service in Kenya.

The first objective sought to investigate the association between administrative decisions and security services delivery by NPS. A null hypothesis H₀₁ was formulated with the assumption that there is no association between administrative decisions and security services delivery by NPS.

This hypothesis tested whether there is any significant effect of administrative decisions, as one of the governance mechanisms, on the quality of security services delivered by NPS. The null hypothesis is rejected since $p_{values} = 0.007$ is less than $\alpha = 0.05$, indicating that administrative decisions significantly influence the quality of security services provided by NPS. This means that administrative decisions determine the quality of security services delivered by NPS. Also, the linear-by-linear association's $p_{values} = 0.007$, which is less than $\alpha = 0.05$, indicate that the linear association is also significant. Regarding the nature and magnitude of the association, the odds ($odds = 0.9287$ from equation 4.1) indicate a strong positive correlation, as shown in Table 4.23.

These findings are in line with Fischer and Miller (2017), Waldo (2017), Woldekidan (2016), who noted that administrative decisions in organizations influence the quality of service delivery. In this case, NPS is not exceptional. Also, the findings by Nzulwa, Iravo and Wagana (2017) considered the relationship between administrative decisions and the administering body as constant. These results are consistent with this study that administrative decision influence security services delivered by NPS.

4.6.1.2. Test of Hypothesis two:

H₀₂ There is no significant effect of checks and balances on security services delivery by the National Police Service in Kenya.

The second objective sought to investigate the association between checks and balances and security services delivery by NPS. A null hypothesis H₀₂ was formulated with the assumption that there is no association between checks and balances and security services delivery by NPS.

From the summary in Table 4.22, the *p-values* for Fisher's Exact test, linear-by-linear association and Pearson Chi-square correlation were all 0.033. Comparing the *p-values* to the standard $\alpha = 0.05$, the null hypothesis is rejected. The rejection implies that the effects of checks and balances on the security service delivery by NPS are significant. These checks and balances were also linearly associated with security services delivered by NPS, as evidenced by the linear-by-linear association's statistic. Regarding the nature and magnitude of the association, the odds also indicate a strong positive association *odds* = 1.7807 from equation 4.1.

The findings by Grossman and Hoskisson (2016) who investigated checks and balances' influence on governance and found out that it had little or no significance on service delivery, is contrary to the findings of this study. However, the findings are consistent with Munzhedzi (2017), who concluded that, if there is no clear separation of roles between the government arms in practice, then it influences their working design; Oswald (2018) and Fiedler, Glöckner et al (2013), who contended that all public services should be regulated through an oversight body to influence performance and on the role of

checks and balances on police security service performance (Şaramet (2018); Obiora & Akpunonu, 2019).

4.6.1.3. Test of Hypothesis Three

H₀₃ There is no significant relationship between coordination and security services delivery by the National Police Service in Kenya.

The third objective sought to investigate the association between coordination and security services delivery by NPS. A null hypothesis H₀₃ was formulated with the assumption that there is no significant effect of coordination on security services delivery by NPS, as shown in Table 4.22.

This hypothesis is rejected as the *P-values* for Fisher's Exact test, linear-by-linear association, and Pearson Chi-square were less than $\alpha = 0.05$ ($0.019 < 0.05$). The rejection implies that coordination, as another governance mechanism, significantly influence security services delivery, and the influence could be linearly explained. The nature and magnitude of the influence were moderately positive correlated odds of 0.5975 from equation 4.1 in Table 4.34 in a study on coordination in the Central Government from intra- and inter-organizational perspectives and the views of the Kenya National Commission on Human Rights (2014), security lapses were linked to ineffective coordination among different organs of the NPS (Ogada, 2016; Shah & Akhtar, 2018; Babakhel, 2018).

4.6.1.4. Test of Hypothesis four:

H₀₄ Policy formulation has no significant influence on security services delivery by the National Police Service in Kenya.

The fourth objective sought to investigate the association between policy formulation and security services delivery by NPS. A null hypothesis H₀₄ was formulated with the assumption that there is no association between policy formulation and security services delivery by NPS, as shown in Table 4.22, Fisher's Exact test statistic is 0.003, which is also similar to the linear-by-linear association of 0.003 and the Chi-square correlation's *p-value* of 0.003. The *P-values* are less than $\alpha = 0.05$, indicating that the null hypothesis is rejected. The rejection implies that policy formulations are significantly influencing security services delivered by NPS. Also, the association between policy formulations and security is linear, with the nature and magnitude of the association being a strong positive correlation (Odds=0.7649 from Equation 4.1 in table 4.33).

The findings are in tandem with Paananen, Lapke and Siponen (2020) who argue that security policy spectrum is a multi-policy structure, and in that way, it enhances effectiveness, accountability and efficiency of services if adequately implemented. In addition, the findings are also in support to Lapke and Dhillon (2020), who contends that how security service policy is created and applied is fraught with potential problems that are difficult to measure hence ineffective service delivery. Further, the findings are in line with Woldekidan (2016) who investigated the various ways in which to measure policy formulation. He emphasized on an effective mechanism that could determine the efficiency and effectiveness of Police in their functional performance. This study affirms

that policy formulation is significant and linearly determines the quality of security services delivered by NPS.

4.6.1.5. Test of Hypothesis five;

H₀₅ Political influence has no moderating effect on the relationship between governance mechanisms and security service delivery by the national police service in Kenya.

The fifth objective sought to investigate the moderating influence of political influence on the association between mechanisms of governance and security services delivery by the NPS. A null hypothesis H₀₅ was formulated with the assumption that there is no moderating effect of political influence on the association between mechanisms of governance and security services delivery by the NPS, as shown in Table 4.22 and illustrated in steps 1 and 2 as in Table 4.22 and table 4.24 and Table 4.25.

Step 1:

Table 4.24 Results of Moderating effect of Political influence on Governance mechanisms and Security Service

Goodness of fit	Test statistic		
Cox & Snell R Squared	0.512		
Dependent Variable = Quality of Security service delivery	Logistic Regression Results		
	Coefficient	Standard Error	<i>p-value</i>
Constant	0.368	0.525	0.483
Governance Mechanisms	0.153	0.370	0.679
Political Influence	0.692	0.524	0.016

Source: (Survey data, 2021)

$$SS = e^{(\beta_0 + \beta_1 GM + \beta_2 PI)} \dots\dots\dots \text{Equation 3.2}$$

Therefore, the regression equation from table 4.25 is;

$$SS = e^{(.368 + .153GM + .692PI)} \dots\dots\dots \text{Equation 4.2}$$

In Table 4.24 regression of the total effect of mechanisms of governance and Political influence on the quality of security services delivered by NPS is presented. From the table, 51.2% of the variation in NPS's quality of security services is accounted for jointly by governance mechanisms and political influence. However, singly, the influence of Governance mechanisms on security service is not significant ($p_{value} = 0.679$ while Political influence is significant ($p_{value} = 0.016$). Further, the interaction between Governance mechanisms and Political influence is investigated and presented in step 2 in Table 4.25.

Step 2:

Table 4. 25 Moderating effect of the interaction between Political influence and Governance mechanisms on Security Service

Goodness of fit	Test statistic		
Cox & Snell R Squared	0.615		
Dependent Variable = Quality of Security service delivery	Logistic Regression Results		
	Coefficient	Standard Error	p_{value}
Constant	0.000	0.707	1
Governance Mechanisms	0.847	0.988	0.031
Political Influence	1.119	0.763	0.043
Governance mechanisms * Political Influence	-0.811	1.066	0.047

Source: (Survey data, 2021)

$$Y = e^{(\beta_0 + \beta_1 GM + \beta_2 PI + \beta_3 GM * PI)} \dots\dots\dots \text{Equation 3.3}$$

Therefore, the regression equation from Table 4.26 is:

$$SS = e^{(0+.847GM+1.119PI-.811GM*PI)} \dots\dots\dots \text{Equation 4.3}$$

The regression results in Table 4.11 showed that 61.5% of the variations in the quality of security services delivered by NPS are explained by governance mechanisms, political influence and the interaction between governance mechanisms and Political influence. In addition, all the independent variables are significant, as revealed by their respective *p* values. Governance mechanisms has a *p* value of 0.031, Political influence has a *p* value of 0.043, and the interaction between governance mechanisms and Political influence has a *p* value of 0.047.

From Table 4.22, Fisher’s Exact test statistic is 0.020, which is similar to the linear-by-linear association of 0.020 and the Chi-square correlations *p* value = 0.020. *The p* values are less than $\alpha = 0.05$, indicating that the null hypothesis is rejected. The rejection implies that political influence's moderating influence significantly influence the association between mechanisms of governance and security service delivery by NPS. The association of the moderating influence of political influence on the relationship between governance mechanisms and security is linear. The nature and magnitude of the association has a moderate positive correlation Odds=0.445 from Equation 4.3 in Table 4.34 with a composite index of 61.5%, which is above 50%, political influence is a moderator with effect and the moderation is evidently significant on the association between mechanisms of governance and the quality of security service delivered by NPS. A summary of the Moderation effect is as illustrated in Table 4.26.

Table 4. 26 Summary of Regression results for Moderating effect

Parameter	Step 1	Step 2	Change	Conclusion
R Squared	0.512	0.615	0.1030	Reject H ₀₅ ; There is evidence on the moderating role of Political influence.
Constant	0.368	0.000	-0.368	
β Governance Mechanisms	0.153	0.847	0.694	
β Political influence	0.692	1.119	0.427	
β Governance mechanisms * Political Influence	-	-0.811	-0.811	

Source: (Survey data, 2021)

In summary from table 4.26 there is evidence on the moderating influence of Political influence on security services delivered by NPS. These findings are consistent with the conclusions made by Bamberg, Fabbri and McNamara (2018) that political influence cannot be ignored in matters of security as the political occurrences directly affect national security state. Also, the findings agree with Woldekidan (2016), Adeyemo (2014), who implicated that the functioning of policing and government institutions was significantly impacted by the country's current political state, which is in tandem with the findings of this research. Further, Ngugi et al. (2012) established that police service was affected by factors like resource issues determined politically, hence affecting security service delivery. However, the findings contradict with Achel (2019), citing Lindsey (2014), Lindsey (2014) as quoted by Michael (2019) and Merkeley (2015), who in their studies showed no moderating effect of political environment on government performance.

4.6.1.6. Test of Hypothesis six

H₀₆ Police culture has no mediating effect on the relationship between governance mechanisms and security services delivery by the national police service in Kenya.

This sixth objective sought to investigate the mediating effect of Police culture on the association between mechanisms of governance and security services delivery by the NPS. A null hypothesis H₀₆ was formulated with the assumption that there is no mediating effect of Police culture on the association between mechanisms of governance and security services delivery by the NPS, as shown in table 4.23 and illustrated in step 1, 2 and 3 as in step 1, 2 and 3 as in Table 4.27, Table 4.28 and Table 4.29.

Step 1:

Table 4. 27 Regression results for Governance Mechanisms and Security Service

Goodness of fit	Test statistic		
Cox & Snell R Squared	0.401		
Dependent Variable = Quality of Security service delivery	Logistic Regression Results		
	Coefficient	Standard Error	<i>p-value</i>
Constant	0.975	0.262	0.000
Governance Mechanisms	0.141	0.368	0.002

Source: (Survey data, 2021)

$$Y = e^{(\beta_0 + \beta_1 GM)} \dots\dots\dots \text{Equation 3.4}$$

Therefore, the regression equation from table 4.27 is;

$$SS = e^{(.975 + .141GM)} \dots\dots\dots \text{Equation 4.4}$$

The R squared of 0.401 from Table 4.27, shows that 40.1% of all the variation in the quality of security service delivered by NPS is accounted for by Governance mechanism when singly treated as an independent variable. Moreover, there is evidence of governance mechanisms' significance as indicated by a p_{value} of 0.002. In terms of the relationship and importance of governance mechanisms and police culture on the quality of security services delivered by NPS, Table 4.28 provide the goodness of fit statistic and significance values in step 2.

Step 2:

Table 4. 28 Regression results for Governance Mechanisms and Police Culture

Goodness of fit	Test statistic		
Cox & Snell R Squared	0.406		
Dependent Variable = Police Culture	Logistic Regression Results		
	Coefficient	Standard Error	p_{-value}
Constant	0.118	0.502	0.814
Governance Mechanisms	-1.962	0.356	0.000

Source: (Survey data, 2021)

$$PC = e^{(\beta_0 + \beta_1 GM)} \dots\dots\dots \text{Equation 3.5}$$

Therefore, the regression equation from Table 4.28 becomes;

$$PC = e^{(-0.118 - 1.962GM)} \dots\dots\dots \text{Equation 4.5}$$

The R squared in Table 4.28 indicate that 40.6% of the variations in Police culture were explained by governance mechanisms when singly treated as a variable. In addition, the regression equation further demonstrates that the influence of governance mechanism on police culture is significant ($p_{value}=0.000$). The cumulative effect of Governance

Mechanisms and the mediating role of Police culture on the quality of security services delivered by NPS are presented in step three in Table 4.29.

Step 3:

Table 4. 29 Regression results for Governance mechanisms, Police Culture and Security Service

Goodness of fit	Test statistic		
Nagelkerke R Squared	0.611		
Dependent Variable = Quality of Security service delivery	Logistic Regression Results		
	Coefficient	Standard Error	<i>p-value</i>
Constant	1.537	0.657	0.019
Governance Mechanisms	0.148	0.369	0.688
Police Culture	-0.630	0.662	0.041

Source: (Survey data, 2021)

$$Y = e^{(\beta_0 + \beta_1 GM + \beta_2 PC)} \dots\dots\dots \text{Equation 3.6}$$

Therefore, the regression equation from Table 4.29 is;

$$SS = e^{(1.537 + .148GM - .630PC)} \dots\dots\dots \text{Equation 4.6}$$

From Table 4.29, 61.1% of the variations in the quality of security services delivered by NPS are jointly explained by governance mechanisms and Police culture. Although Governance Mechanisms are not significant ($p_{value} = 0.688$), Police Culture is significant ($p_{value} = 0.041$).

From Table 4 .22 Fisher's Exact test statistic is 0.006, which is similar to the linear-by-linear association of 0.006 and the Chi-square correlation's $p_{value} = 0.006$. The p_{values} are less than $\alpha = 0.05$, indicating that the null hypothesis is rejected. The rejection

implies that Police culture's mediating effect, significantly influenced the relationship between Governance Mechanisms and security service delivery by NPS. The association of the mediating effect of Police culture on the association between governance mechanisms and security was linear, with the nature and magnitude of the association having a moderate positive correlation Odds= 0.532 from Equation 4.6 in Table 4.32.

With a composite index of 61.1%, which is above 50%, Police culture as a mediator with influence is significant on the association between mechanisms of governance and the quality of security service delivered by NPS.

Table 4. 30 **Summary of Regression results for Moderation**

Parameter	Step 1	Step 2	Step 3	Change	Conclusion
R Squared	0.401	0.406	0.611	0.210	Reject H ₀₆ ; There is evidence of complete mediation
Constant	0.975	0.118	1.537	0.562	
β Governance Mechanisms	0.141	-1.962	0.148	0.007	
β Police Culture	-	-	-0.630	-0.630	

Source :(Survey data, 2021)

From Table 4.30 shows that there is evidence of Police Culture's complete mediation on the association between mechanisms of Governance and Security Service services delivered by NPS. These findings are in agreement with Surya (2019) who found out that organizational culture as a mediating variable has significant influence over Police integrity which influences the quality of security services delivered by Police.

In tandem with Van Steden et al (2015), Steyn and Mkhize (2016) and Igram et al (2018), Police culture influences decisions and actions taken in delivering security service mandate hence influences security service delivery (Tyagi et al , 2016). They argued that among the factors associated with low security service Police Culture was one of them. In addition to Paoline (2003), Paoline and Terill (2014), propositions to model precise mechanisms involving the occupational culture of police (considering environment, prescriptions and outcomes), this study considers Police culture as a mediator between mechanisms of governance and the quality of security services delivered by the Police service. In addition, the findings agree with Warrick ,2017), Steyn and Mkhize (2016) who assert that Police have personalized culture exercised by officers like any group, and this practiced culture shapes them in delivering their mandate and influences perception about their roles. Therefore, Police culture requires to be improved positively, as suggested by Kihiko (2013), who revealed that refining the police culture will enhance the service that NPS delivers.

This study concur with the findings of Larry (2018) citing Cockcroft (2012) and Warrick (2017) who conclude that, there was a direct connection between an organization's performance and the behavior of individuals within the organization. He found that culture shapes the decisions of police officers in the face of different circumstances (Cockcroft, 2012; Brough et al., 2016). Therefore, it is nigh to conclude that NPS culture require transformational leadership. This is because, Police Culture is an important phenomenon, since it is the foundation for realizing trusted, modern, and professional Police personnel, as expected by the NPS charter of service. This is consistent with Surya (2019) in his research in Indonesia.

Table 4. 31 Summary of Hypothesis testing

Objectives	Null Hypothesis	Fisher's Exact statistic (P _{value})	Decision Rule
1. To examine the influence of administrative decisions on security services delivery by the National Police Service in Kenya.	There is no significant influence of administrative decisions on security services delivery by the National Police Service in Kenya.	0.007	Reject Null hypothesis since 0.007<0.05
2. To determine the influence of checks and balances on security services delivery by the National Police Service in Kenya.	There is no significant effect of checks and balances on security services delivery by the National Police Service in Kenya.	0.033	Reject Null hypothesis since 0.033<0.05
3. To examine the influence of coordination on security services delivery by the National Police Service in Kenya.	There is no significant relationship between coordination and security services delivery by the National Police Service in Kenya.	0.019	Reject Null hypothesis since 0.019<0.05
4. To establish the influence of policy formulation on security services delivery by the National Police Service in Kenya.	Policy formulation has no significant effect on security services delivery by the National Police Service in Kenya.	0.003	Reject Null hypothesis since 0.003<0.05
5. To establish whether political influence has a moderating influence on the relationship between governance mechanisms and security services delivery by the National Police Service in Kenya.	Political influence has no moderating effect on the relationship between Governance mechanisms and security service delivery by the National Police Service in Kenya.	0.020	Reject Null hypothesis since 0.020<0.05
6. To determine whether police culture has a mediating influence on the relationship between governance mechanisms and	Police culture has no mediating effect on the relationship between governance mechanisms and security services delivery by the National	0.006	Reject Null hypothesis since 0.006<0.05

security services delivery by the National Police Service in Kenya.	Police Service in Kenya.		
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Source: (Survey data, 2021)

4.6.2. The Optimal regression Model

Since administrative decisions, checks and balances, coordination and policy formulations significantly influence the quality of security services delivered by NPS and are linearly related as shown in Table 4.22, model fitting is developed to establish the magnitude of their linear relationship. Binary Logistic regression models, as advocated for by Tranmer and Elliot (2008), king (2008), Sarkar and Midi (2010), are fitted, and their adequacy summaries indicated in Table 4.32.

In Table 4.32 all the models have more than 50% of the variation in the response variable being explained by the predictor variables except the models in Equation 4.4 and Equation 4.5. 72.9% of the variation in the quality of security services is accounted for by the influence of administrative decisions, checks and balances, coordination and policy formulations by NPS. It was established that, 61.5% of the variation in the quality of services delivered by NPS, is accounted for by governance mechanisms in general and political influence and interaction between governance mechanisms and political influence. In comparison, 61.1% of the variation in the quality of security services is accounted for by Police Culture.

In contrast, 40.9%, 40.1% and 51.2% of the variation in the quality of security services delivered by NPS are only explained by Police Culture, Governance Mechanisms in general and the effects of Governance Mechanisms and political influence, respectively.

Thus, the models represented by Equation 4.1, Equation 4.2, Equation 4.3, Equation 4.4, Equation 4.5, Equation 4.6a and Equation 4.6b were as represented in Table 4. 32 below with the respective Standard error (S.E), p-value and Odds Ratio (Exp (β)).

Table 4. 32 Results of Variables in the Equation Results of Variables in the Equation

Equations		β	S.E	Sig. (P-Values)	Exp (β) and implication		Conclusion	Decision
Equation 4.1	Constant	1.256	.590	.033	3.512	-	Significant	AD influenced SS
	AD-Ad. Dec.	-.074	.561	.003	.929	7.1%	Significant	
	CB -Ch. & Bal.	.577	.376	.025	1.782	78.2%	Significant	CB had an influence on SS.
	C - Co-ord.	-.515	.390	.016	.597	40.3%	Significant	C influenced SS
	PF - Pol. Form.	-.268	.383	.043	.765	23.5%	Significant	PF had an influence on SS
Moderating influence								
Step 1 - SS Equation 4.2	Constant	.368	.525	.483	1.444	-	Not Significant	Only PI influenced SS
	GM	.153	.370	.679	1.165	16.5%	Not Significant	
	PI	.692	.524	.016	1.998	99.8%	Significant	
Step 2 - SS Equation 4.3	Constant	0.000	.707	1	1.000	-	Not Significant	There was evidence of moderation.
	GM	.847	.988	.031	2.333	2 times	Significant	
	PI	1.119	.763	.043	3.062	3 times	Significant	
	GM*PI	-.811	1.066	.047	.445	44.5%	Significant	
Mediating influence								
Step 1 - SS Equation 4.4	Constant	.975	.262	.000	2.650	-	Significant	There was evidence of complete mediation
	GM	.141	.368	.002	1.151	15.1%	Significant	
Step 2 - PC Equation 4.5	Constant	0.118	.502	.814	.889	-	Not Significant	
	GM	-1.962	.356	.000	.141		Significant	

Step 3 - SS	Constant	1.537	.657	.019	4.651	-	Significant
	GM	.148	.369	.688	1.160	16%	Not Significant
	PC	-.630	.662	.041	.532	53.2%	Significant

Source: Survey data (2021)

The influence of the independent variables modeled is interpreted using Odds Ratio as the response variable in the regression equations were in the form of Odds ratio (Norton & Dowd, 2018). The odds ratio, in this case, implies that the research is investigating the odds of the quality of security services delivered by NPS improving (Yes) or not improving (No). The Odds are as summarized in Table 4. 32, under the column for Exponent of (β).

a) Relationship between administrative decisions, checks and balances, coordination and policy formulations and the quality of security services delivered by NPS

$$SS = e^{(1.256 - .074AD + .577CB - .515C - .268PF)} \dots \dots \dots \text{Equation 4. 1}$$

Where;

SS = Quality of security service delivery

e= Exponent of the linear equation

AD = Administrative Decision

CB=Checks and Balances

C= Coordination

PF= Policy formulation

From Equation 4.1, derived from table 4.32 the quality of security services delivered by NPS is more likely to improve by 78.2% for a unit increase in checks and balances. Conversely, the quality of security services provided by NPS is 7.1%, 40.3% and 23.5% less likely to improve for a unit increase in administrative decisions, Coordination and policy formulations.

b) Relationship between Governance Mechanisms and Political influence (moderating variable) on the quality of security services delivered by NPS

1st Step regression:

$$SS = e^{(.368+.153GM+.692PI)} \dots\dots\dots \text{Equation 4 2}$$

Where;

SS = Quality of security service delivery

e= Exponent of the linear equation

GM= Governance Mechanisms

PI = Political influence

In Equation 4.2 derived from table 4.32 the quality of security services delivered by NPS is 16.5% and 99.8% more likely to improve for a unit increase in the overall efficiency of governance mechanisms practices and political influence, respectively.

2nd Step regression:

$$SS = e^{(0+.847GM+1.119PI-.811GM*PI)} \dots\dots\dots \text{Equation 4. 3}$$

Where;

SS = Quality of security service delivery

e= Exponent of the linear equation

GM = Governance mechanisms

PI = Political influence (Moderating variable)

GM*PI = Interaction between governance mechanisms and Political influence

In Equation 4.3 derived from table 4.32 the quality of security services delivered by NPS is 2 times and 3 times more likely to improve for a unit increase in the overall efficiency of governance mechanisms and political influence, holding the interactions between governance mechanisms and political influence constant. On the other hand, the quality of security services delivered by NPS are 44.5% more likely to improve for a unit increase in the combined effect of the interaction between governance mechanisms and political influence, holding the Governance Mechanisms and political influence's singular effect constant.

After relating Governance Mechanisms to political influence, so as to investigate its (Political influence) moderating role, table 4.32 indicate that β_1 in Equation 4.2 (step 1) is not significant ($P_{\text{Value}}=0.679$) but β_2 is significant ($P_{\text{Value}}=0.016$). Further, β_1 , β_2 and β_3 in Equation 4.3 (step 2) were significant ($P_{\text{Values}}=0.031, 0.043$ and 0.047).

The significance of the coefficients of Political influence in the two equations indicate that political influence is a moderator with effect on the association between Mechanisms of Governance and security services in NPS as argued in Table 4. 33.

Table 4. 33 Moderation decision for Political Influence

Equation 4.2	Equation 4.3	Total Effect from Equation 4.3	Decision
$\beta_2=0.692$ P-value=0.016	-	-	There is evidence for an overall effect to moderate
$\beta_1=0.153$ P-value=0.679	$\beta_2 =1.119$ P-value=0.043	-	PI is not an explanatory variable
$\beta_2=0.692$ P-value=0.016	$\beta_2 =1.119$ P-value=0.043	$\beta_3 =-0.811$ P-value=0.047	PI has a moderating effect

Source: Survey data (2021)

c) Relationship between Governance mechanisms and Police Culture (mediating variable) on the quality of security services delivered by NPS

1st Step regression:

$$SS = e^{(.975+.141GM)} \dots\dots\dots \text{Equation 4. 4}$$

Where;

SS = Quality of security service delivery

e= Exponent of the linear equation

GM = Governance mechanisms

Regarding governance mechanisms alone, from Equation 4.4 derived from Table 4.32, the qualities of security services delivered by NPS are more likely to improve by 15.1% for every unit increase in the overall efficiency of Governance Mechanisms currently applied.

2nd Step regression:

$$PC = e^{(-0.118-1.962GM)} \dots\dots\dots \text{Equation 4. 5}$$

Where;

PC = Police culture

e= Exponent of the linear equation

GM = Governance mechanisms

Regarding Police culture alone, as represented in Equation 4.5 derived from Table 4.32 the quality of security services delivered by NPS are 14.1% more likely to improve for every additional increase in police culture improvement advocacy. This revelation implies that police culture needs redress and active focus since it can turn around the quality of security services delivered by NPS by more than 14%.

3rd Step regression:

$$SS = e^{(1.537+.148GM-.630PC)} \dots\dots\dots \text{Equation 4. 6a}$$

$$SS = e^{(1.537 -.630PC+.148GM)} \dots\dots\dots \text{Equation 4. 6b}$$

Where;

SS = Quality of security service delivery

e= Exponent of the linear equation

GM = Governance mechanisms

PC = Police culture (Mediating variable)

From equation 4.6 (a and b) derived from Table 4.32, the quality of security services delivered by NPS is 16% more likely to improve for every additional unit in the overall efficiency of governance mechanisms in the presence of Police Culture. In addition, the quality of security services delivered by NPS are 53.2% more likely to improve for every unit increase in Police culture in the presence of Governance Mechanisms currently practised.

Using the criteria set out in table 3.2 to find out whether Police Culture has a mediating effect between the predictor variable, governance mechanisms and the response variable, security services, β_1 in Equation 4.4 (step 1) is significant ($P_{\text{value}}=0.002$), but in Equation 4.6 it is not significant ($P_{\text{value}}=0.688$). β_1 in Equation 4.5 (step 2) and Equation 4.6 (step 3) are significant, $P_{\text{value}}=0.000$ and $P_{\text{value}}=0.041$ as represented in Table 4.33. Hence, there is complete mediation. This is consistent with what has been posted by Rucker et al. (2011) as represented in Figure 4.2, mediation process

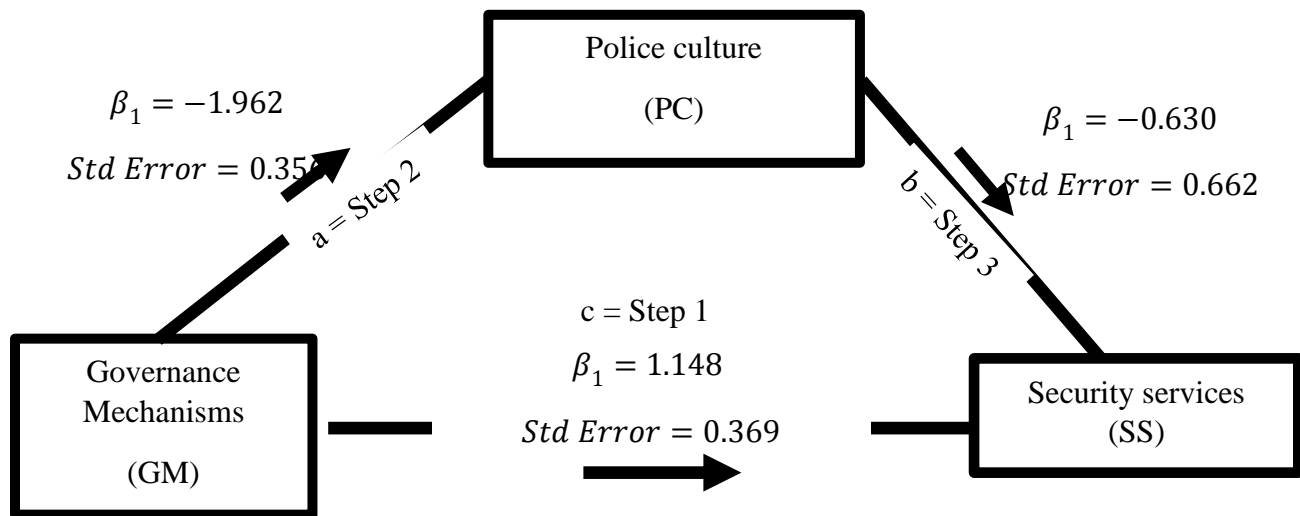


Figure 4.12 Mediation Process.

Source: Researcher (2021)

Therefore, Police Culture from the discussion above has a mediating effect between mechanisms of governance and the quality of security services delivered by NPS, as demonstrated in table 4.34.

Table 4. 34 Mediation decision for Police Culture

Equation 4.4	Equation 4.5	Equation 4.6	Total Effect from Equation 4.6	Decision
$\beta_1 = 0.141$ $P_{Value} = 0.002$	-	-	-	There is evidence for an overall relationship to be mediated.
$\beta_1 = 0.141$ $P_{Value} = 0.002$	$\beta_1 = -1.962$ $P_{Value} = 0.000$	$\beta_1 = 0.148$ $P_{Value} = 0.688$	$\beta_2 = -0.630$ $P_{Value} = 0.041$	Reject H_6 : There is complete Mediation

Source: Survey data (2021)

4th Step: Estimation and testing of statistical significance of the indirect effect

As established by Mallinckrodt, Abraham, Wei and Russell (2006), the Sobel test was conducted to find out the statistical significance of the indirect association between

mechanisms of governance and Security services offered by NPS via Police Culture. This is consistent with the emphasis posted by Rucker et al. (2011) that studying only the direct relationship may not be as exhaustive as the inclusion of an additional indirect relationship scrutiny.

A Sobel t-statistic was as represented in Table 4.35 below.

From Equation 4.5 in Step 2;

$$\beta_1 = -1.962$$

$$S.E = 0.356$$

From Equation 4.6a in Step 3;

$$\beta_1 = 1.148$$

$$S.E = 0.369$$

From Equation 4.6b in Step 3;

$$\beta_1 = -0.630$$

$$S.E = 0.662$$

Table 4. 35 Sobel Test

Equation	Input		Sobel Statistic (t- statistic)	<i>p</i> value
	β	S.E		
Equation 4.5	-1.962	0.356	0.9378	0.0348
Equation 4.6a	1.148	0.369		
Equation 4.6b	-0.630	0.662		

Source: (Survey data, 2021)

From Table 4. 36 , the Sobel t-statistic is 0.9378 with a *p*value of 0.0348. The indirect effect estimate is 0.9378, with a *p*value of 0.0348. Since the *p*values are less than 0.05,

then the indirect effect of Police culture on the association between mechanisms of governance and quality of security services delivered by NPS is significant.

This implies that a focus on Police culture is crucial towards the realization of quality security service delivered by NPS alongside the emphasis on governance mechanisms. As supported by Kihiko (2013), the refinement of Police culture to accommodate members of the public led to an improvement in the quality of security services delivery in Nyeri County. Marks (2000), Gqada (2004), Bradford and Quinton (2014) also emphasize a focus on police culture towards the improvement of Security Services delivered by the Police Service.

CHAPTER FIVE: SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter summarizes the study's findings, contributions, conclusions, and recommendations for future research. This study investigated the influence of governance mechanisms on NPS security services in Kenya. The study aimed to assess the influence of administrative decisions, examine the influence of checks and balances; evaluate the influence of coordination; establish the influence of policy formulation on the security services delivered by NPS. It also established whether political influence influenced the relationship between governance mechanisms and the National Police Service's security services. Police culture mediation role on the influence on the association between mechanisms of governance and security services delivered by the National Police Service was also examined.

5.2. Findings Summary

Governance and service delivery have long been subjects of academic and non-academic inquiry. The government has implemented several initiatives, incentives and laws to improve performance and promote capability in the delivery of security services by the NPS. But NPS's efforts to improve quality security services have yet to yield satisfactory results. Insecurity persists and the country continues to grapple, necessitating a proactive approach.

Several previous studies investigated governance in relation to law and order index scores, managerial conduct, police conduct, firm, corporate performance, and governance practices in a security system setup. However, most prior research on the subject offers diminutive generalization across sectors. These studies have several key restrictions associated with context, methodology, conceptualization of study variables, consistency of findings and models, provoking the researcher to study the influence of mechanisms of governance on security services delivered by NPS.

The study used descriptive and explanatory designs that were purely cross-sectional. Descriptive research design provided demographic information, response descriptions in percentages, and allowed the development of contingency tables. Explanatory research design provided cause-effect relationships between variables and explained their nature, value, and trajectory. Cross-sectional design facilitated the collection of data once and in a reliable manner, considering the cost implication.

This study used four theories: principal-agent, stewardship, regulatory capture, and new management. A linear relationship between NPS governance mechanisms and security services was developed using binary logistic regression. Narrative, content, and framework analyses were used on qualitative data. It presented the combined effects of administrative decisions, checks and balances, coordination, and policy formulation on security service delivery, as well as moderating (political influence) and mediating (police culture) factors to the combined effects association. The binary logistic

regression model (Equation 4.1) was significant at 95% confidence level, accounting for 72.9 % of all variation in NPS security service quality. Deductions were made in equation 4.1 based on 72.9 % accountability from the coefficient of determination (R-squared).

The findings indicate that majority of NPS and non-police agencies are male, over 40 years old, and educated to a diploma to master's degree level. The age versus level of education comparison for lower cadre officers is not significant in comparison to higher cadre officers, which is significant, implying that the level of education for any senior or non-police agency officer is not a defining factor for them to occupy those positions. However, there were clear educational disparities between lower and higher cadre officers, with lower cadre officers having more advanced in education. Many officers in both police and non-police agencies have served for many years, implying that age is a factor for higher position. The findings support Baguma (2017) assertion that respondents' knowledge of organizational processes is required to respond competently to the research tools.

The influence of administrative decisions, checks and balances, coordination, and policy formulation on NPS security services was found to be significant. The association between governance mechanisms and the quality of NPS security services was significant at the 0.05 level of significance. The study's findings are in line with Field (2009) and Cooper & Schindler (2010), who claim that alpha values higher than 0.85 are not reliable because they could indicate redundancies.

The first objective was to assess administrative decisions' impact on NPS security services. The null hypothesis, that administrative decisions had no significant influence on NPS security services, was rejected. The findings implied that administrative decisions influenced NPS's security service quality. However, the influence of administrative decisions on security service quality was found to be inverse. With each unit increase in administrative decisions, the quality of security services declined by 7.1%. So, promotions, transfers, and placements were not made in a fair and reasonable manner. It implied ineffective and inefficient administrative decision on arrests and prosecutions. Also, junior officers could not opine top officers on administrative decisions. Besidesthat, factors like corruption influence administrative decisions. The findings are in line with Rahman et al. (2013) who found widespread corruption in all aspects of public administration. They argue that administrative and political corruption affects how decisions are made in any organization, and that it affects public administration.

The findings are consistent with Waldo (2017), who asserts that the way stakeholders and senior administrators develop their decisions and those of junior administrators may cause conflict in their daily tasks. Conflicting objectives at different levels can cause such discord. When top administrators can not directly control and guide junior administrators' decisions (Ibid), they become inefficient. Administrative decisions impact public sector service quality (Fischer & Miller, 2017).

The second objective was to assess the influence of checks and balances on NPS security services in Kenya. There was evidence against the null hypothesis, indicating that checks and balances had a significant effect on NPS security services. The study found that a unit increase in checks and balances increased NPS's quality of security services by 78%. This positive association can be attributed to existing regulatory structures, objective oversight, the existing judicial and legislative system, and checks and balances. But non-police agencies failed in their oversight duties. According to Kamau (2017), both external and internal regulatory structures are critical in the day-to-day operations of any law enforcement agency. A similar conclusion was made by Mbele (2017), who recommended that the government establish independent regulatory bodies to assess PSCs in regions and bar them from exercising freedom in the security domain.

However, as Oswald (2018) contends on the same, he posits that, executive powers should regulate all public matters through an oversight body. However, the findings contradict Awino (2015), whose results showed that 71% of his respondents agreed that IPOA investigation is to a great extent effectively. However, it was only in misconduct of police which findings did not implicate the implementation. In this regard, the study findings support a research on policy democratizing Policy in the developing world by Call (2016). The study indicated that when the different government independent players oversight police by whistleblowing, isolating office abuse by senior police officers, ensuring that police according to their mandate discharge security duty in compliance with law and provide more effective security services.

On the same and as also recommended by Muhumed (2012), for the success of policing in community, police service that is responsive, professional, accountable and representative should work with the public. This has not been achieved. Also, the community policing personnel works for free, which may compromise security issues; therefore, the government should create a remuneration policy to motivate the community policing members who currently are working on voluntary basis.

The third objective was to evaluate the influence of coordination on NPS security services in Kenya. There was evidence against the null hypothesis, implying a significant association between coordination and NPS security services. However, the influence was inversely related to NPS's security service quality. For every unit increase in coordination, the NPS quality of security services falls by 40.3%. This decline could be due to poor communication and lack of coordination. The used procedures in any police operation reflect the expected quality of service to be delivered. This implies that the Kenyan police service must embrace proper operational coordination in any police function. This makes police response critical to security. The findings are consistent with Kamau (2017 (citing Murray 2000) that the used procedures in any police operations portrays the expected quality of service to be delivered.

The fourth objective was to establish the influence of policy formulation on NPS security services in Kenya. The null hypothesis, that policy formulation had no significant influence on NPS security services, was rejected. It implied that there was evidence of a

link between policy formulation and the quality of NPS security services. However, the relationship between policy formulation and service quality was inverse. The quality of NPS security services would be 23.5 % less likely to improve for every unit increase in policy formulation. The current policy formulation arrangements may affect NPS's security services. That means NPS policy making has not been a participatory process. The current security policy is ineffective, and officers are unfamiliar with the NPS policy formulation process. As Lapke and Dhillon (2020) point out, the development of security service policies and applications is accompanied by uncertain competition.

A security officer's intent can be altered in many ways. A system user on the other end of the spectrum may interpret a policy differently. This may be one of the reasons for the inconsistency in security policy development and implementation. In practice, this discordant state defeats the purpose of security policymaking. In this vein, it concurs with Woldekidan (2016) proposes that the practice should be giving police discretionary powers so they can do their jobs without interference. This way, the police can exercise their powers more efficiently, effectively, and accountable. In this view the findings of this study bolster Muzeyin (2017) findings that effective security policy formulation is critical. Policy formulation must follow the security policy model, which assists the security organization in addressing security policy issues.

The fifth objective was to establish whether political influence has a moderating effect on the relationship between governance mechanisms and security services provided by the

NPS in Kenya. The null hypothesis, that political influence had no moderating effect on the relationship between governance mechanisms and NPS security service delivery was also rejected. The rejection implied that political influence had a moderating influence on the association between NPS's mechanisms of governance and security services.

The findings indicates that politics has a positive or negative influence or on security operations in NPS. There could be political patronage that had a detrimental effect on the quality of security services. Therefore there is a sense that, the appointments to top positions in NPS are politicized. This defeats the doctrine of independence in NPS in discharging their mandate. This was echoed by Rahman et al., (2017) while citing Siddque (1996); Sarker (2004) where they found out that partisanship culture has infested bureaucracy to the extent that advancement professionally and integrity or performance are unrelated. With this trend in politics, it is impractical advance reforms on current public administration adopting the NPM model.

These findings affirm Woldekidan (2016) argument in a study of Ethiopian policing and politics. Professionalism in policing demands independence to enhance safety and security and strengthen the rule of law in the nation, as the study revealed. To improve the rule of law and ensure the security and safety of all citizens, the study revealed the extent to which police are influenced by politics. Police are required to enforce laws set forth by the government and swayed by the ruling party. Government policies are somewhat politically formulated and driven, allowing politics to establish and control

police institutions to maintain national security and peace (Mekuriaw & Gill , 2019). Similarly to Rahman et al. (2017) in their research in Bangladesh found that politics had a negative impact on the administration. However, Achel (2019) contradicts these findings on his study on county governments and corporate governance in Kenya. Achel (2019), while citing Lindsey (2014), concluded that the political environment had no effect on federal government performance, as there was no difference in service delivery from staff during and after elections. These views are also alluded by Merkeley (2015).

Finally, the sixth objective sought to determine whether police culture mediated the relationship between governance mechanisms and NPS security services in Kenya. The null hypothesis stated that police culture had no mediating effect on the association between governance mechanisms and NPS security services. The null hypothesis was unsupported. This means that police culture mediated the relationship between governance mechanisms and NPS security services. This could be due to officers' lack of moral courage, accountability, and a strained relationship between NPS and the public. However, their findings echo those of Larry (2018), quoting Crank and Crank (2014), who found that police culture can only be understood correctly by evaluating it from the officers' experiences or through a cultural lens.

The findings support Warrick (2017) and Larry (2018) who found a direct link between an organization's performance and its employees' behavior. Moreover, the findings support Steyn and Mkhize (2016) findings that, like any other group, the police

department has an individualized culture that is a product of the culture manifested by individuals. Based on their perception of responsibilities, they follow the culture's directives. Thus, police culture affects actions and decisions in delivering security services mandates, affecting ineffectiveness and efficiency (Van Steden et al., 2015; Larry, 2018). According to Larry (2018), changing the negative characteristics of police culture requires transformational leadership from managers, administrators, trainers and supervisors as well as organizational change.

5.3. Conclusion

The government's ability to deliver quality security services is critical to creating an environment conducive to all viable social, economic, and political endeavors that result in a country's development. The National Police Service has been tasked with maintaining Kenya's internal security. NPS is required to deliver security services in a timely, efficient, cost-effective, impartial, transparent, and uncorrupted manner.

For this study, governance mechanisms were evaluated for their influence on the quality of NPS security services. The study's findings led to several conclusions. An administrative decision influenced NPS's security service quality. So the top NPS officers' decisions should be inclusive. Promotions, transfers, and placements should also be meritocratic. Also, administrative arrests and prosecutions are facilitated to ensure effectiveness and efficiency. Moreover, junior cadre officers must be free to express their views on administrative decisions made by senior NPS officers.

Checks and balances were also found to have a significant influence on NPS's security services. Although it had a positive impact on existing regulatory structures and objective oversight, the IPOA failed to fulfill its oversight responsibilities under the IPOA Act 2011 (Revised 2012) and the IPOA Strategic Plan 2014. Thus, the study concludes that targeted efforts should be made to vitalizing the spirit, mission mandate, and goals of the IPOA, community policing, National Police Chiefs Council, and AIU as key agencies for police and civilian rights promotion and advocacy. It should also be strengthened and given more autonomy.

This study concluded that coordination influenced the quality of security services delivered by NPS. However, coordination's influence was inversely related to NPS's security services quality. The research found that there was an internal factor influencing coordination, as there was an improper communication flow and an uncoordinated information sharing system. To create an effective, seamless coordination of NPS activities, NPS must rethink their communication flow and information sharing systems with help of adopting new public management model.

The study concluded that policy formulation influenced NPS security service quality. There was an inverse relationship between policy formulation and the quality of NPS security services. The study also concludes that current security policies have not been implemented effectively and that policy formulation has not been participatory. Thus, it is necessary to improve the policy formulation process by including officers from various

cadres and other relevant security stakeholders. The study also concluded that political influence and police culture had complete moderating and mediating effects on the relationship between governance mechanisms and NPS security service quality. Thus, the study concluded that political influence and police culture had a complete moderation and mediating effect thus were important factors in determining the quality of NPS security services.

5.4. Contribution of the study

The study variables were analyzed and assisted to resonated contribution of the study on imperical and theoretical literature. It also add to our understanding of how governance mechanisms influence security services quality and help develop and implement policy. The study's contribution to existing knowledge and policy development is discussed in Sections 5.4.1 and 5.4.2.

5.4.1. Contribution of the study to the body of knowledge.

Administrative decisions, checks and balances, coordination, and policy formulation influenced the quality of NPS security services. The study adds to the existing body of observational research on security services governance issues. Improves to the conversation of researchers on Governance practices and issues that affect security services. Extends conceptualization by integrating governance mechanisms beyond the prior studies in the private sector to establishing the conceptual framework for the public sector and governments

The study extends the approach of the relationship between Governance mechanisms and security services through the integration of a mediating variable (police culture) and moderating variable (political influence). The study reaffirms the importance of governance mechanisms in ensuring quality security services. Previous research has focused on the direct relationship between security governance (administrative structures, regulatory structures, resource allocation, operational processes, and citizen participation), security reforms, cooperation governance and security, political and police subculture, and overall law enforcement quality.

The study examines the relationship between governance mechanisms and security services using a mediating (police culture) and moderating variable (police culture) (political influence). An important tool for researchers and practitioners in knowledge-seeking organizations and sectors, Politics was found to be a moderating factor. Moreover, police culture acted as a mediator between the two explanatory variables (political influence and police culture). The study presented both direct and indirect influences of politics and police culture on the relationship between governance mechanisms and the quality of NPS security services.

Theoretically it provided evidence of how New Public Management, Stewardship, Regulatory and Principal-Agency Theory interlinks with the governance mechanisms. Further, it highlights how the Theories are importance and sharpens governance understanding The study also adds to the theoretical literature by providing a framework

for evaluating the hypotheses' theoretical suggestions empirically. Previous research did not examine the impact of administrative decisions, checks and balances, coordination, and policy formulation on NPS security services in Kenya. Also, combined mediating and moderating variables are rare in this type of study. Other research has focused on a single NPS unit of the Kenyan police, administrative police, or crime investigation. Context, conceptualization of research variables, methodology, and modeling were all major gaps in these studies. This study enhances to the empirical literature by demonstrating the impact of governance mechanisms on NPS security services. The study's findings also paved the way for future research on governance and security service delivery.

5.4.2. Policy implications of the study

From the findings, both NPS and non-police agencies can draw policy implications. In this study, governance mechanisms influenced the quality of security services provided by NPS. Determining the quality of NPS security services requires an understanding of how administrative decisions are made, checks and balances are managed, and policies are developed. In this context, NPS should focus on rightful promotions, transfers, and right placements. This is to ensure inclusivity and fair distribution of officers, as well as due diligence in determining merit. Also, administrative directions on arrests and prosecutions are made effective and efficient. An effective and seamless coordination of NPS activities will require a critical re-evaluation of current communication and information sharing systems. Moreover, junior cadre officers should be free to advise top NPS officers on administrative decisions.

IPOA failed to perform its oversight duties on checks and balances. The mandated IPOA capabilities, spirit, and mission should thus be re-vitalized within NPS. Improving regulatory body structure, mandate, training and remuneration is the policy concern. Concerns include a lack of implementation of a security policy framework and a lack of participation in policy formulation. Thus, NPS can chart a path to fully implement existing security policies. NPS could leverage the complementary roles of the judicial system, legislature, and executive's goodwill in addition to political influence and police culture. For officers, this means creating a progressive police culture that attracts and retains public trust in security service delivery.

There are important implications for practice and policy that can be drawn from this study's findings regarding the management of knowledge on governance and security services provided by NPS and others.

5.5. Recommendations

The findings of this study have crucial inferences for practice and policy that could be drawn towards the improvement in the management of knowledge on governance and security services provided by NPS and other security providers.

Junior officers should be included in administrative decisions and be free to advise top NPS officers, as well as administrative directions on arrests and prosecutions should be re-examined. According to Mankins and Rogers (2010), bureaucratic structures were

once appropriate for large institutions like national governments. Nonetheless, such structures have no place in modern management. To effectively deliver security services, NPS should incorporate new public management theory elements into governance mechanisms and practices. This would allow for more inclusive and faster decision making, leading to better security service delivery.

The study found that non-police agencies are currently performing their oversight duties inefficiently. To avoid being captured in the performance of their duties, targeted legal efforts should be developed to revitalize the IPOA's spirit and mission of community policing, NPSC and AIU. Community policing officers should be specifically trained in security and paid for motivation and efficiency.

The study found that the NPS's central communication and information sharing systems were inefficient and poorly coordinated. To fix the law or policy framework's dysfunctional ties, NPS should reevaluate their communication and information sharing systems.

The proposed constitutional changes, giving the Inspector General more power to promote, transfer, and even fire police officers, are a recipe for chaos and rights violations. The NPSC, not an individual, must wield this power. The issue is that if these changes are implemented, they will be undone. However, amending Article 243

(Establishment of the National Police Service) to include the Directorate of Criminal Investigations as a third arm of the National Police Service was highly recommended.

In practice, this study suggests: NPS should ensure that administrative decisions promote inclusivity and that merit-based promotions, transfers, and placements are fair and consistent. Also, administrative directions on arrests and prosecutions are made effective and efficient.

On checks and balances, targeted efforts should be channeled towards reviving IPOA. Inclusion in policy formulation and NPS to safeguard current policies are quickly met. To achieve this promptness, the top NPS officer must take a proactive role in implementing their functions as outlined in the codes of conduct (2011). According to the NPS 2011 act and COK 2010 in line with new management systems in running public administration to bring market-oriented changes, the government should actively and deliberately implement the conspicuous reform committees (2016) recommended measures. According to this view, security structures and services should be decentralized to match COK 2010 administrative units.

Promotions, pay scales, and personnel upgrades are strictly governed by performance, academic, and experience evaluations. Corruption in the police service must be curbed by promoting efficiency, honesty, rewarding integrity and performance, and prosecuting

corrupt culprits. Top NPS positions should be competitive, not politically appointed. This will ensure reliable independence from a political arm. Rather than hierarchical associations, emphasize contract-like associations. Public management processes as the core of running administration tasks and increasing bureaucratic capacity in public administration.

The three police units, KPS (general security), APS (government building security and VIP protection), and the DCI (Director of Criminal Investigation), should be merged into a single devolved command for effective security service delivery. The COK devolved unit should also include county government officers' input and participation in security structures.

5.6. Suggestions for Future Research

This study recommends that future studies be carried out using a longitudinal approach to validate the findings and conclusions of this study by undertaking a replicative study on:

1. The influence of governance mechanisms on the security services provided by Kenya's defense forces
2. The determinants of effective governance mechanisms on security service delivery in Kenya
3. Analysis of corporate governance mechanisms and their effects on legitimacy in NPS.

4. The impact of the governance mechanism on service delivery in devolved functions.
5. Similar studies on specialized government security organs like the RECCE Squad Company, General Service Unit (GSU), and privately owned security firms to identify the surmountable gaps.

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APPENDICES

Appendix I: Respondents codes for Questionnaires and Interviews

Instrument Number	Questionnaires/Interviews	Respondent	Date conducted
011	INP-NPS011	NPSC Officer	23/02/2021
012	IIP-NPS012	IPOA Officer	25/02/2021
019	IIP-NPS019	IPOA Officer	25/02/2021
021	ICP-NPS021	Community Policing Officer	22/02/2021
033	QHN-NPS033	Non-Commissioned Officer	18/02/2021
043	QHC-NPS043	Constable	18/02/2021
059	IIA-NPS059	NPS Internal Affairs unit Officer	22/02/2021
072	INP-NPS072	NPSC Officer	23/02/2021
088	QEC-NPS088	Constable	15/02/2021
096	INP-NPS096	NPSC Officer	24/02/2021
106	QEN-NPS106	Non-Commissioned Officer	18/02/2021
117	QEN-NPS117	Non-Commissioned Officer	19/02/2021
147	QEC-NPS147	Constable	16/02/2021

Appendix II: Pictorial evidence of Insecurity in Kenya



Source: <https://www.youtube.com/watch?v=IYSDnUbu2AY>



Source: <https://www.youtube.com/watch?v=RyfRoriEifA>



Source: https://www.youtube.com/watch?v=oy58UJ_BdK0



Source: <https://www.youtube.com/watch?v=IYSDnUbu2AY>



Source: <https://www.youtube.com/embed/mAxBEb5v2II>

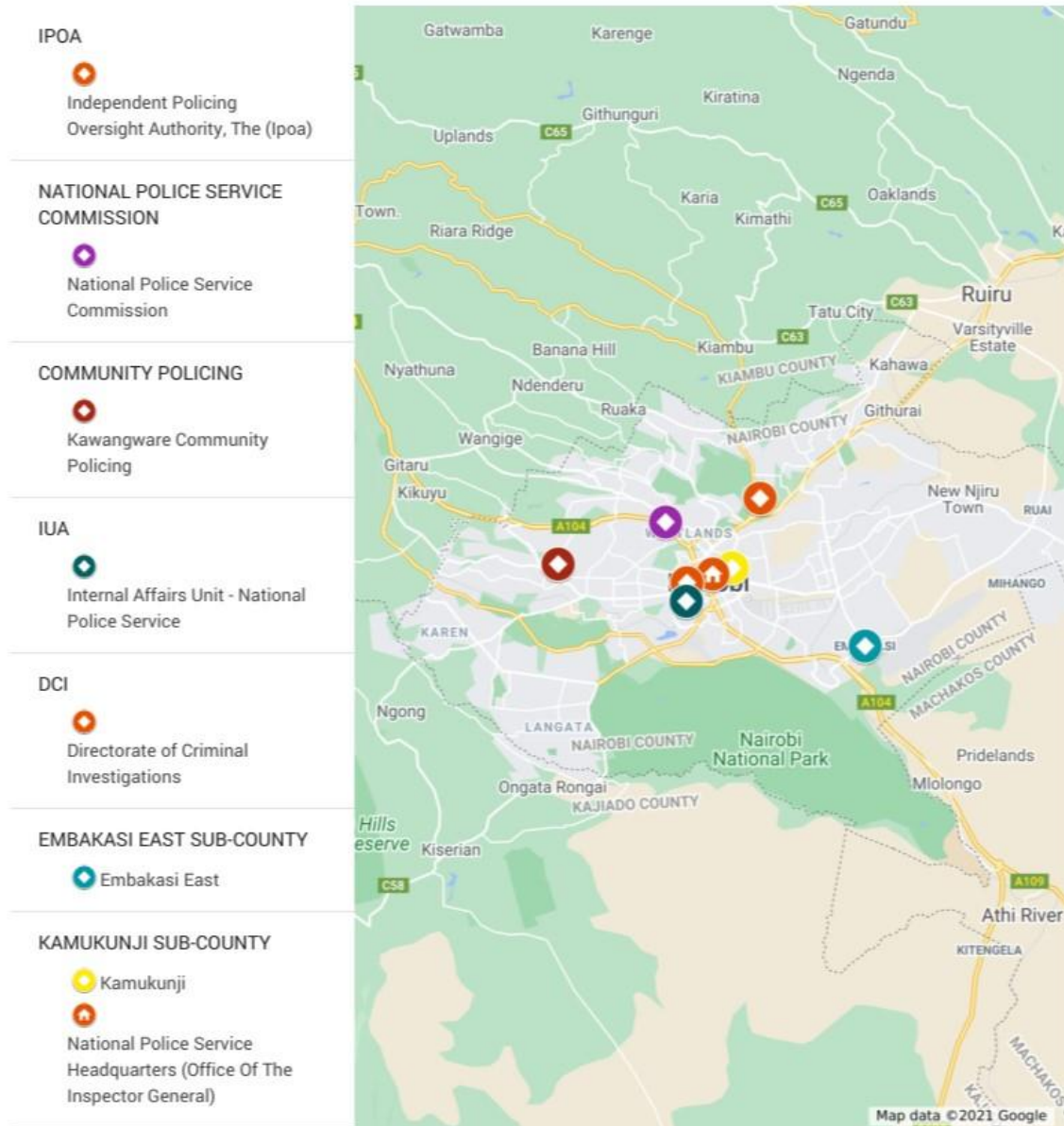


Source: <https://www.youtube.com/watch?v=94fotD2l0F4>




Source: <https://www.y2mate.com/youtube/zOT6Jens3>

Appendix III: Map of Research Site



Map of Nairobi

Appendix IV: Research Approval from Graduate School


KENYATTA UNIVERSITY
GRADUATE SCHOOL

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

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

Internal Memo

FROM: Dean, Graduate School

DATE: 50th November, 2020

TO: Kimolo B. Kaviku
C/o Department of Public Policy & Administration
KENYATTA UNIVERSITY

REF: C82/CTY/25408/18

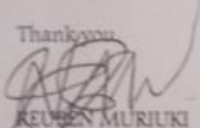
SUBJECT: APPROVAL OF RESEARCH PROPOSAL

This is to inform you that the Graduate School Board at its meeting 18th November, 2020 approved your Ph.D. Research Proposal entitled "Governance Mechanisms and Security Service Delivery in National Police Service, Kenya".

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

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

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

Thankyou

KEUMEN MURIUKI
FOR DEAN, GRADUATE SCHOOL


c.c. Chairman, Department of Public Policy & Administration
Registrar (Academic) Att; Mr. Richard Chweya

Supervisors:

1. Dr. Jane Njoroge
C/o Department of Public Policy & Administration
KENYATTA UNIVERSITY
2. Prof. David Minja
C/o Department of Public Policy & Administration
KENYATTA UNIVERSITY

RM/cao

Appendix V: Research Authorization from Ministry of Education


Republic of Kenya
MINISTRY OF EDUCATION
STATE DEPARTMENT OF EARLY LEARNING AND BASIC EDUCATION

Telegrams: "SCHOOLING", Nairobi
Telephone: Nairobi 020 2453699
Email: rcenairobi@gmail.com
cdenairobi@gmail.com

REGIONAL DIRECTOR OF EDUCATION
NAIROBI REGION
NYAYO HOUSE
P.O. Box 74629 – 00200
NAIROBI

When replying please quote

Ref: RDE/NRB/RESEARCH/1/65 Vol.1 DATE: 19th January, 2021

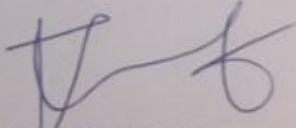
Mr. BENJAMIN KAVIKU KIMOLO
Kenyatta University

RE: RESEARCH AUTHORIZATION


We are in receipt of a letter from the National Commission for Science, Technology and Innovation regarding research authorization in Nairobi County on the topic: *"Governance Mechanisms and Security Service Delivery in National Police Service, Kenya"*

This office has no objection and authority is hereby granted for a period, ending 15th December, 2021 as indicated in the request letter.


Kindly inform the Sub County Director of Education of the County you intend to visit.



JAMES KIMOTHO
FOR: REGIONAL DIRECTOR OF EDUCATION
NAIROBI.



Copy to: Director General/CEO
National Commission for Science, Technology and Innovation
NAIROBI.



CONDITIONS

1. The License is valid for the proposed research, location and specified period
2. The License any rights thereunder are non-transferable
3. The Licensee shall inform the relevant County Director of Education, County Commissioner and County Governor before commencement of the research
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies
5. The License does not give authority to transfer research materials
6. NACOSTI may monitor and evaluate the licensed research project
7. The Licensee shall submit one hard copy and upload a soft copy of their final report (thesis) within one year of completion of the research
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice

National Commission for Science, Technology and Innovation
off Waiyaki Way, Upper Kabete,
P. O. Box 30623, 00100 Nairobi, KENYA
Land line: 020 4007000, 020 2241349, 020 3310571, 020 8001077
Mobile: 0713 788 787 / 0735 404 245
E-mail: dg@nacosti.go.ke / registry@nacosti.go.ke
Website: www.nacosti.go.ke

19/1/2020

COUNTY COMMISSIONER
NAIROBI COUNTY
P. O. Box 30124-00100
TEL: 341656

Clearance from
County Commissioner

Appendix VII: Introduction Letter

Dear Respondent,

REF: REQUEST FOR PARTICIPATION IN A RESEARCH STUDY

I am a PhD student at Kenyatta University pursuing a doctor of philosophy degree in public policy and management. I am conducting an Academic Research study titled: **“Governance Mechanisms and Security Service Delivery in National Police Service, Kenya”**.

I would kindly request you to respond to the questions in this questionnaire. This may take only 10-15 minutes of your valuable time. The information collected was confidential and for academic purposes only. Your anonymity and privacy are guaranteed, as you will not be required to share your identity. Please consent to take this questionnaire to facilitate my successful completion of this research study. However, participation is voluntary and if you have any question, feel free to ask.

The results of this study were vital in enhancing service delivery by the National Police Service in Kenya and informing policymaking by the Kenya government. Kindly don't indicate your name for anonymity.

I greatly appreciate your willingness to participate in this research study.

Thank you.

Yours sincerely,

Kimolo Benjamin Kaviku

C82/CTY/25408/2018

Appendix VIII: Questionnaire

RESPONDENT’S CONSENT

I have read and understood the intent of this study, and I agree to participate in this research;

Yes No

SECTION A: PERSONAL INFORMATION

In this section, please tick (✓) where appropriate

1. Gender:

Male Female

2. Age bracket

20-29 Years 30-39 years 40-49 years 50 years and above

3. Highest level of education attained.

Form four Certificate Diploma Bachelor’s Degree Master’s Degree PhD Degree

4. Rank

Constable Non-Commissioned Officers Inspectorate Gazetted

5. Working experience

1-5years 6-10years 11- 15years 16-20 Years over 21 years

SECTION B: Governance Mechanism

1. Based on your experience in matters to do with security, has the current governance mechanisms helped improve security services delivered by NPS?

Yes No

If yes, how does the current governance mechanism work?.....

If no, and based on your experience, what can you say is the stumbling block on the Governance mechanism?.....

Using the Likert Type scale below, kindly indicate by ticking (✓) the extent to which you agree or disagree with the statement on the state of governance and security service delivery. 1=Strongly Disagree (SD), 2=Disagree (D), 3=not sure (N),4= agree (A), and 5= Strongly Agree (SA).....?

Statement on governance Mechanisms		1	2	3	4	5
2	Governance mechanisms which are in place are sufficient for effective security service delivery in NPS.					
3	Good governance mechanisms improve security service delivered in NPS.					
4	There are well-defined roles and responsibilities in NPS.					
5	In NPS, each officer adheres to his/her roles as stipulated.					
6	There is a high level of accountability/compliance in NPS.					
7	Security issues in NPS are carried out transparently.					
8	There is the inclusiveness of stakeholders in carrying out Security services in NPS.					
9	Governance mechanisms in NPS are well understood by the officers.					
10	NPS officers are comfortable with governance mechanisms for the National Police Service.					
11	There is a need to improve on the way governance mechanisms followed in NPS.					
12	If governance mechanisms in NPS are improved, the efficiency of the NPS security service will improve.					
13	Internal governance mechanisms affect security services in the NPS.					
14	External mechanisms in the NPS influence security services the most.					
15	There is a well-structured and outline of powers, responsibilities and roles which influence security services in NPS.					
16	Excellent and clear governance mechanisms can reduce conflicts of interest.					

17. Using the scale provided, rate the quality of current governance mechanisms concerning the provision of security services delivered by NPS.

1 -25% [] 26-50% [] 51-75% [] 76-100% []

18. Based on your experience, has governance mechanisms succeeded in enhancing security service delivered by NPS? Yes [] No []

Kindly give a brief explanation that is informed by your answer above

.....

19. From your perspective, is there any other ways the Governance mechanism has been utilized in security services delivered by NPS?.....

20. Suggest measures that can be put in place to improve governance mechanisms in NPS-----

21. Based on your answer above, kindly give a brief explanation on the same.

22. Any other suggestions you would like to make concerning governance mechanisms and security services in NPS?.....

SECTION C: Security Service delivery

1. Based on your experience of matters to do with security, has National Police Service provided quality services as expected?

Yes [] No []

If yes, what do you think has facilitated the quality of security services delivered by NPS?

If your answer is no and based on your experience, what do you consider to be the stumbling block of the security services provided by NPS?

Using the Likert type scale below, kindly indicate by ticking (√) the extent to which you agree or disagree with the statement on how security service delivery has been delivered: 1=Strongly Disagree (SD), 2=Disagree (D), 3=not sure (N), 4= agree (A), or 5= Strongly Agree (SA)

Statement on service delivery by police services		1	2	3	4	5
2	Accessibility of security services in the National Police Service has been to the expected level.					
3	Promptness in the National police service has been achieved.					
4	There has been a reduction in crimes reported because of the NPS.					
5	Professionalism in the National police service has been to the required level.					
6	There has been enough responsiveness in National Police Service.					
7	Security services in National Police Service have been effective.					
8	Security services in National Police Service have been efficient.					
9	There has been proper accountability of all security issues in NPS.					

10	Increased public complaints are strong indicators of increased insecurity.					
----	--	--	--	--	--	--

11. Using the scale provided, rate the overall effect of the administrative decision, checks and balances, coordination, policy formulation, police culture and political influence on the quality of security services delivery in Kenya.

1 -25% 26-50% 51-75% 76-100%

12. Suggest measures, if any, that can be put in place to improve security service delivery by NPS -----

SECTION D: Administrative Decision

1. Based on your experience, do you believe administrative decisions have influenced significantly security services delivered by NPS? Yes No

Based on your answer above, briefly explain how administrative decisions have positively or negatively influenced security services delivered by NPS.

.....

Using the Likert Type scale below, kindly indicate by ticking (√) the extent to which you agree or disagree with the statement on influences of an administrative decision on security service delivery by national police.

Do you 1 =Strongly Disagree (SA), 2 =Disagree (D), 3 =not sure (NS), 4 = agree (A) and 5 = Strongly Agree (SA)

Statement on administrative decisions	1	2	3	4	5
2 There is inclusivity in decision making in NPS.					
3 Decision making has negatively influenced resource allocation for security service delivery in NPS.					
4 The senior police officers often involve junior officers in decision making, in the NPS.					
5 Administrative decisions on promotions, transfers and placements are fair and well distributed and heavily					

	depend on governance mechanisms in NPS.					
6	The administrative direction on arrest and prosecutions are effective and efficient.					
7	Top ranking administrative decisions significantly influence security service delivery.					
8	A well-developed organizational chart (organogram) showing working and staffing exists in NPS.					
9	Officers have the freedom to advise on the administrative decision made by top officers.					
10	Administrative decisions are in line with the regulations in NPS.					
11	All decisions made in NPS are independently made and executed.					

12. Based on your experience within the security sector, what recommendations can you give that can enhance administrative decisions in NPS?.....

13. Suggest measures which can be put in place to improve on the administrative decision for effective security services.....

SECTION E: Checks and Balances

1. Do you believe checks and balances are important in security services delivered by NPS? Yes [] No []
2. Based on your experience, do you believe the current checks and balances has influenced significantly security services delivered by NPS?
Yes [] No []

Based on your answer above, briefly explain how checks and balances have positively or negatively influenced security services delivered by NPS.

.....

Using the Likert Type scale below, kindly indicate by ticking (√) the extent to which you agree or disagree with the statement on the impact of checks and balances on security

services delivery by the National Police Service. 1 =Strongly Disagree (SD), 2 =Disagree (D), 3 =not sure (N), 4 = agree (A) and 5 = Strongly Agree (SD) that

.....

13. Based on your experience within the security sector, has Checks and balances succeeded in security services delivered by NPS?

Yes [] No []

Statement on check and balances		1	2	3	4	5
3.	Regulatory structures are crucial in the day-to-day delivery of security services in NPS.					
4.	Oversight in NPS is carried out objectively.					
5.	Regulatory structures serve to guide, direct and even ensure accountability in security services in NPS.					
	Current Judicial and legislative systems are sufficient for quality security service delivery in NPS.					
7.	Checks and balances which are in place have reduced crime and can prevent further induction into criminal activities.					
8.	Checks and balances accord too much control to NPS.					
9.	Officers in NPS are comfortable with checks and balances which are already in place.					
10.	All agencies responsible for checks and balances perform their duties diligently.					
11.	The regulatory structures of the Kenya police service do not interfere with the daily running activities of the National Police Service.					
12.	The independent police oversight authority is effective in its oversight responsibilities.					

Kindly give a brief explanation, which is informed by your answer given above.

.....

14. From your perspective, is there any other ways checks and balances has been utilized in the security services delivered by NPS?

Yes No

Based on your answer above, could you kindly give a brief explanation on the same?

.....

15. Using the scale provided, rank the following institutions according to the effectiveness of checks and balances in NPS.

[1] 1 -25% [2] 26-50% [3] 51-75% [4] 76-100%

- a. National Police Service Internal Affairs Unit (IAU)
- b. The Kenya National Commission on Human Rights (KNCHR)
- c. National Police Service Commission (NPC),
- d. Independent Police Oversight Authority (IPOA), and
- e. Community Policing

16. Suggest measures that can be put in place to improve the influence of checks and balances on security services.

17. Indicate any other personal opinion that you have on checks and balances in relation to security services.

SECTION F: Coordination

- 1. Do you believe coordination is important in security services delivered by NPS?
Yes No
- 2. Based on your experience, do you believe the current flow of coordination has significantly influenced security services delivered by NPS?
Yes No

Kindly give a brief explanation that is informed by your answer above.

.....

Based on your answer above, briefly explain how coordination has positively or negatively influenced security services delivered by NPS.....

Using the Likert Type scale below, kindly indicate by ticking (√) the extent to which you agree or disagree with the statement on how coordination influences security service delivery by National Police Service. 1 =Strongly Disagree (SD), 2 =Disagree (D), 3 =not sure (N), 4 = agree (A) and 5 = Strongly Agree (SA) that.....

Statement on coordination		1	2	3	4	5
3.	The current Command structure in NPS has enhanced security service delivery.					
4.	Since the merging of the two forces, coordination has been efficient.					
5.	Coordination of operational processes determines the quality of service delivery in law enforcement agencies.					
6.	Communication within the NPS flows freely.					
7.	Officers in NPS are comfortable with the current coordination structure.					
8.	There is harmonized coordination of security services in the National Police Service.					
9.	Information sharing is well-coordinated, ensuring good security service delivery in NPS.					

10. Suggest measures that can be put in place to improve coordination of security services-----

11. Indicate any other personal contribution you would like to make on coordination and security service delivery in NPS.....

SECTION G: Policy Formulation

1. Do you believe policy formulation is important in security services delivered by NPS?

YES [] NO []

2. Based on your experience, do you believe the current policy formulation approach has influenced significantly security services delivered by NPS?

Yes [] No []

Based on your answer above, briefly explain how the current policy formulation approach has positively or negatively influenced security services delivered by NPS?.....

Using the Likert Type scale below, kindly indicate by ticking (√) the extent to which you agree or disagree with the statement on how policy formulation influences security service delivery by National Police Service. 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = not sure (N), 4 = agree (A) and 5 = Strongly Agree (SA) that.....

Statement policy formulation		1	2	3	4	5
3.	Policy-formulation arrangements that exist affect the quality of service delivery in the National Police Service.					
4.	The policy formulation process in NPS has been a participatory activity.					
5.	Current policies in NPS have greatly improved the service delivery of security services.					
6.	Current security policies are implemented effectively in NPS.					
7.	The National Police Service Act has been effective in its mandate in regulation and guidance of the Kenya police service.					
8.	The Kenya Constitution adequately supports quality law enforcement in the country.					
9.	Officers in NPS are comfortable with the policy formulations for security services.					
10.	Policies are in line with government requirements in improving security service delivery.					
11.	Do the current policy formulation process of the NPS affect your Service delivery positively?					
12.	Do you agree that transparent policy formulations and implementation will enhance security services in NPS?					

13.	Current security policy formulation is carried out objectively.					
-----	---	--	--	--	--	--

14. Based on your experience within the security sector, has policy formulation succeeded in security services delivered by NPS? Yes [] No []

Kindly give a brief explanation that is informed by your answer above.

.....

15. From your perspective, is there any other ways policy formulations has been utilized in the security services delivered by NPS?

Yes [] No []

Based on your answer above, could you kindly give a brief explanation on the same?

.....

Suggest measures that can be put in place to improve policy formulation on security services.

SECTION H: Police Culture

1. Based on your experience, do you believe police culture influences significantly security services delivered by NPS? Yes [] No []

2. Based on your answer above, briefly explain how it has positively or negatively influenced security services delivered by NPS.....

Using the Likert Type scale below, kindly indicate by ticking (√) the extent to which you agree or disagree with the statement on how police culture influences security service delivery by National Police Service. 1=Strongly Disagree (SD), 2=Disagree (D), 3=not sure (N), 4= agree (A), and 5= Strongly Agree (SA) that

Statement police culture		1	2	3	4	5
3.	The current level of integrity of officers in NPS has created confidence with the public who report cases of crime.					
4.	The public and other agencies are comfortable with the integrity of the NPS.					
5.	The Code of Conduct has shaped Police culture, enhancing security service delivery in NPS.					

6.	The moral courage of officers creates a good working environment, hence good service delivery.					
7.	Capacity building can improve and motivates officers and hence improve integrity in NPS.					
8.	The level of accountability in NPS is sufficient.					
9.	The relationship between NPS and the public is cordial.					
10.	Progressive police culture in NPS has improved since the merging of the police service.					

11. Rate the level of corrupt practices in NPS with the scale provided.

1 -25% [] 26-50% [] 51-75% [] 76-100% []

12. According to you, what causes bad culture which negatively affects security services in NPS?.....

13. Based on your experience within the security sector, suggest measures that can be put in place to improve bad culture in NPS. -----

14. State any other personal opinion you have on culture concerning governance and security service delivery-----

SECTION I: Political Influence

1. Based on your experience, do you believe Political influence significantly affects security services delivered by NPS? Yes [] No []

2. Based on your answer above, briefly explain how it has positively or negatively influenced the security services delivered by NPS.....

Using the Likert scale below, indicate by ticking (√) the extent to which you agree or disagree with the statement on the effects of political influence on governance mechanisms and security services delivered by NPS. 1 =Strongly Disagree (SD), 2 =Disagree (D), 3 =not sure (NS), 4 = agree (A) and 5 = Strongly Agree (SA) that.....

		1	2	3	4	5
	Statement on political influence					
3.	Political interferences have greatly affected the quality of security service delivery in NPS.					
4.	Politics of legislation influences governance mechanisms in NPS.					
5.	Politics enhance policy formulation in National Police Service.					
6.	The politics of the current government negatively influence Police coordination.					
7.	Political patronage among security officers is detrimental to effective security service delivery.					
8.	Appointments to the top positions are politically acquired and controlled.					
9.	Security services have negatively been affected by political nepotism in NPS.					
10	Officers in NPS are comfortable with the interplay of politics and security services in NPS.					
11.	Security services in NPS can be effective if they are not negatively influenced by politics					

12. With the scale provided, rate the level of nepotism in NPS.

(1) 1 -25% [] (2) 26-50% [] (3) 51-75% [] (4) 76-100% []

13. In your own opinion, rate the level of political influence on security services delivered by NPS.

(1) 1 -25% [] (2) 26-50% [] (3) 51-75% [] (4) 76-100% []

14. Suggest measures which can be put in place to improve negative political interference in NPS.

15. Based on your experience within the security sector, state any other personal opinion on political influence about governance and security services delivered by NPS

Appendix IX: Interview Guide for Senior Security Officers and Non-Police Agencies

SECTION A: PERSONAL INFORMATION

In this section, please tick (√) where appropriate.

In this section, please tick (√) where appropriate.

1. Which sector are you working in?
 - a) IPOA
 - b) Community policing
 - c) National police service commission
 - d) National police service Internal Affairs unit
 - e) NPS Gazetted senior Officer

2. Gender:
Male Female Intersex

3. Age bracket
20-29 years 30-39 years 40-49 years 50 years and above

4. Highest level of education attained.
Form four Certificate Diploma
Bachelor's Degree Master's Degree Doctorate

5. Work experience
1-5 years 6-10 years 15-20 years 20 and above

SECTION B: GOVERNANCE MECHANISMS

1. Based on your experience on matters to do with security, explain whether the current governance mechanisms have helped improve security services delivered by NPS.....

2. What do you think about the sufficiency and effectiveness of Governance mechanisms which are in place in NPS?.....
3. Are there clear role and responsibilities of each officer in NPS?.....
4. In your opinion, what do you think is the level of adherence of officers in their stipulated roles?.....
5. What do you think is the extent of inclusiveness in carrying out the security services in NPS?
 (1) 1 -25% (2) 26-50% (3) 51-75% (4) 76-100%
6. Which of the following governance mechanisms affects security services the most in NPS?.....
 a) Internal [] b) External governance mechanisms []
 b). Explain briefly your answer.....
7. In your opinion, explain and rate the level of complaints by officers on how governance mechanisms are affected in NPS?.....
8. Using the scale provided, what in your opinion is the overall effectiveness of:
 Administrative decision [] Coordination []
 Checks and balances [] Policy formulations []
 Police culture [] Political influence [] in NPS?
 (1) 1 -25% (2) 26-50% (3) 51-75% (4) 76-100%
9. In your own opinion, what other governance interventions can you propose?.....
10. What areas in the current governance mechanisms do you think would be improved for quality security service delivery in NPS?.....
11. Based on your experience and opinion, what other concern would you like to raise regarding the governance and security services in NPS?.....

C. SECURITY SERVICE DELIVERY

1. Based on your experience on matters to do with security, explain whether National Police Service provides quality services to the expected level of efficiency and effectiveness.
2. In your opinion, what do you think has necessitated the current level the quality of security services delivered by NPS?.....
3. Based on your experience, what can you explain as the stumbling block of the provision of security services by NPS?.....
4. What does think is the level of accessibility of security services in the National police service?
5. In your opinion, what do you think is the level of consensus in carrying out security services in NPS?.....
6. In your opinion, what do you think is the level of professionalism in the National Police Service?.....
7. What are the challenges that exist toward the professionalism in the National Police Service?.....
8. Based on your experience, do you think there has been enough responsiveness in National Police Service?.....
9. Using the scale provided, what is your opinion is the overall effect of;

Administrative decision	[]	Coordination	[]
Checks and balances	[]	Policy formulations	[]
Police culture	[]	Political influence	[]

on the quality of security services in NPS?
[1] 1 -25% [2] 26-50% [3] 51-75% [4] 76-100%
10. In your view, what areas in the security service delivery do you think would be improved for quality security service delivery in NPS?.....
11. Based on your experience in matters to do with security, suggest measures, if any, to deal with service delivery by security services.....

12. Do you have any other concern that you would like to raise regarding the security services in NPS?.....

D.ADMINISTRATIVE DECISION

1. 1 Based on your experience, how do you think the administrative decision has influenced significantly security services delivered by NPS?.....
2. Based on your experience, to what extent does the organizational chart (organogram) impact Administrative decisions in NPS?.....
3. What do you think about the effectiveness of the administrative decisions on arrest and prosecutions in NPS?.....
4. What do you think is the extent of autonomy/independence in the execution of administrative decisions made in NPS?.....
5. In your own opinion, what areas in the current administrative decision do you think would be improved for quality law enforcement? -----
.....
6. Based on your experience in matters of security, suggest measures that can be put in place to improve administrative decisions in security services-----

7. In your view, do you have any other concern that you would like to raise regarding Administrative decisions in security service delivery in NPS?.....

E.CORDINATION

1. In your opinion, why do you think coordination is important in security services delivered by NPS?.....
2. Based on your experience, to what extent do you believe the current flow of coordination has positively or negatively influenced security services delivered by NPS?.....
3. Based on your experience in matters of security, what operational procedures are there in the National Police Service?

4. In your opinion, what areas of coordination do you think hinder quality security in NPS?.....
5. In the particular formation that you are currently serving, what operation procedures are in place whenever there are inter-service operations?.....
6. In your own opinion, what processes are there to ensure that the communication to all officers follows the right channel? -----

7. In your own opinion, do you think there are overlaps during operations in both formations, and if they are experienced, how are they dealt with?.....
.....
8. Based on your experience, how do you think your mandate and roles need some changes to be able to deliver effective and efficient security services in NPS?.....
9. What areas in the current coordination do you think would need to be improved for quality security services in NPS? -----

10. In your own opinion, suggest measures that can be put in place to deal with the effects of coordination on security services-----

11. Do you have any other concern that you would like to raise regarding the coordination and security service delivery in NPS?-----

F. CHECKS AND BALANCES

1. In your opinion, how do you think checks and balances are important in security services delivered by NPS?
2. Based on your experience, do you believe the current checks and balances has influenced (positively or negatively) security services delivered by NPS?.....

3. In your opinion, what do you think is the level of involvement in the formulation of the regulatory structures of the National Police Service? -----

4. In your opinion, what other arms of government (if any) influence the structure of the National Police Service?
5. In your opinion, what do you think is the level of objectivity on oversight in security services delivered by NPS?
[1] 1 -25% [2] 26-50% [3] 51-75% [4] 76-100%
6. What is your opinion on how the current regulatory structures influence (positively /negatively) the security services in NPS? -----

7. Using the scale provided, what is your opinion on the overall effect of
 - (a) IPOA []
 - (b) Commission of Administrative Justice []
 - (c) Kenya National Commissioner Human Rights []
 - (d) Community Policing []
 - (e) National Police Service Commission on the quality of law enforcement in Kenya? []

[1] 1 -25% [2] 26-50% [3] 51-75% [4] 76-100%
8. What areas in the current checks and balances do you think in your view would need to be improved for quality law enforcement? -----

9. Based on your experience, suggest measures that could be put in place to improve or to deal with influential effects of checks and balances on security services-----

10. Do you have any other concern that you would like to raise regarding checks and balances concerning security services?-----

G. POLICY FORMULATION

1. In your own opinion, to what extent do you believe policy formulation is important in security services delivered by NPS?
2. Based on your experience, how do you think the current policy formulation approach has positively or negatively influenced security services delivered by NPS?.....
3. Are you involved in the formulation of the policy of the National Police Service?.....

.....

In your opinion, what do you think is the level of inclusiveness of any other stakeholders and at what stages are they involved in the process of formulation of policy?

[1] 1 -25% [2] 26-50% [3] 51-75% [4] 76-100%

4. With your experience in matters of security, what other arms of government (if any) influence the policy formulation in the National Police Service?.....
5. In your opinion, explain the level of effectiveness and transparency of the current policies in enhancing service delivery in the NPS.....
6. Suggest measures that can be put in place to improve policy formulation on security services.....
7. In your own opinion, what are your proposals on policy formulation in NPS?
8. Based on your experience on matters of security, what areas in the current policy formulations do you think would be improved for quality security services?-----

9. Do you have any other concern that you would like to raise regarding policy formulation in NPS?.....

H. POLITICAL INFLUENCE

1. Based on your experience, do you believe political influence affects significantly security services delivered by NPS?
Yes [] No []
2. Using the scale provided, what is your opinion on the overall effect of Politics on:
Administrative decision [], Coordination [],
Checks and balances [], Policy formulations [] in NPS?
[1] 1 -25% [2] 26-50% [3] 51-75% [4] 76-100%
3. In your opinion, using the scale provided, rate the level of nepotism in NPS.
[1] 1 -25% [2] 26-50% [3] 51-75% [4] 76-100%
4. What areas in the current politics do you think would be improved for quality law enforcement?-----

5. In your view, suggest measures which could be put in place to deal with political interference in NPS-----

6. State any other personal opinion concerning political influence concerning governance and security services delivered by NPS-----

7. Do you have any other concern that you would like to raise regarding political influence in relation to governance and security services delivered by NPS?.....

I. POLICE CULTURE

1. Based on your experience, to what extent does police culture influence positively or negatively the security services delivered by NPS?.....
2. In your opinion, how does police culture contribute to police corruption in NPS? Explain how the integrity and ethics of police officers create confidence with the public who report cases of crime in NPS. -----

3. In your opinion, to what extent do you think Code of Conduct enhances security service delivery in NPS?-----

4. Based on your experience in matters of security, what do you think contributes to poor integrity and corruption in NPS?-----

5. In your opinion, what do you think is the level of moral courage of officers in creating a good working environment and delivering good service?.....-----
6. With the scale provided below, how do you rate the level of corruption in the NPS?
(1) 1 -25% [] (2) 26-50% [] (3) 51-75% [] (4) 76-100% []
7. In your opinion, what level/rank in NPS does corruption affect most in security service delivery?.....
 - a. Lower level b) Higher level.
 - b. Explain your answer what leads to a high level of corruption in that level/rank.....
8. With the scale provided, rate the level of accountability of arrests and prosecutions?
(1) 1 -25% [] (2) 26-50% [] (3) 51-75% [] (4) 76-100% []
9. What is your comment based on ethics and integrity in the Kenya police service as a factor on service delivery?-----
10. In your view, suggest measures that can be put in place to improve bad culture in NPS on security services-----

11. Indicate any other personal opinion that you have on police culture concerning security service delivery-----

12. In your opinion, what areas of the current police culture do you think would be improved for quality service delivery?-----

13. Do you have any other concern that you would like to raise regarding police culture in relation to security service delivery?-----

THANKS