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Analysis of Influence of Policy Formulation on Security Service Delivery in National Police Service, Kenya

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Abstract:
Insecurity has been on the increase in the recent past and has become the main cause of loss of property and lives around the world. This has had distressing effects on families in monetary terms, emotionally through trauma and grief and the distraction of lives dependents lives. Numerous policies have been set to ensure effectiveness and efficiency in security services delivered by the National police service. However, despite these policy strategies and effort, security service delivered by NPS in Kenya remains a challenge. The terrain in statistics, reports, and empirical studies indicate that there is a persistent trend that citizens continue to lose their lives and properties daily due to poor security services provided by NPS. Policy formulation has been cited as one of key effects on Security services provided by National police service. Policy formulation in NPS has not been effective based on a persistently severe public pain, attracting government attention. In Kenya several Policies have been developed permitting the creation and direction of police institutions to accomplish peace and security. Despite the many security initiatives, the actual security service by National Police service (NPS) has been diminishing, which is a clear manifestation of the existence of deficient Policy formulation in the NPS. The concern is why poor security services in a country with elaborate policy frameworks. This study determined the influence of policy formulation on security service delivery by the National Police Service in Kenya. Study results indicate that ppolicy formulation was significantly influencing NPS's quality of security services. Evidence of an inverse association between Policy formulation and the quality of security services delivered by NPS was evident. Further, policy formulation had not been a participatory activity, and the current security policies had not been implemented effectively.

Keywords: Policy formulation, security service, national police service

1. Introduction

1.1. Background of the Study

Globally, the undue effects of policies on security service delivery have prompted contentious discussions and especially in the developing countries. In Kenya numerous legislations and incentives have been established to foster capability and better performance in security services delivered by the national police service. However, the terrain in statistics, reports, and empirical studies indicate that there is a persistent trend that citizens continue to lose their lives and properties daily due to poor security services provided by NPS.

Policy formulation refers to the process of addressing a problem through the crafting and narrowing of a set of alternatives (Sidney, 2017) initiated based on a persistently severe public pain, 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 purposely to leverage positions, shape perceptions and shape policy formulation (Bertscher, London &Orgill, 2018). Availability of coordination mechanism, resources, political commitment, constitutional provision for stakeholder involvement, stakeholder passion, dedication and strong leadership serves to be the main facilitators to policy formulation and implementation (Mohamed, Juma, Asiki&Kyobutungi, 2018).

According to Bertscher, London and Orgill (2018), the willingness to participate in policy formulation is determined by stakeholder expectation, ability to command substantive levels of discretion and self-expectations.

Williamson (2016) contends that the issue of security policy has been examined from several different perspectives in IS literature. Willison (2002) studied how security policy is passed in the criminal opportunity lens as a result of which 52% of physical security breaches arose from personnel operations in the organization, causing controls which are more effective and crucial (Williamson, 2016). These controls allocate responsibilities based on security policy, and security requirements, outlining security objectives (Willison, 2002). Willison (2002) recommends staff enlightenment based on the responsibilities of police officers outlined in the security policy document as an initiative to maximize the probability of compliance.

Woldekidan (2016) argued that some measures of governance structure influence policy formulations that could be applied in policing, taking the form of control in personnel deployment, the allocation of funds and the administrative setup. In many countries, policy formulation influence is detected through different measures such as police mandates and duties, regulations, police code of conduct, and police orders. Further, in democratic societies, democratic principles require governments to have authority over the police, provide clear policy direction, provide direction on policing plans and set standards on performance indicators.

Appropriate democratic government control must not be interference from governance that threatens police impartiality in the public interest. Therefore, there must be an effective mechanism to determine the effectiveness and efficiency of the police in their functional performance (Woldekidan, 2016). However, in many nations, the police are viewed as an instrument of the hierarchy in governance and not the brainchild of policies.

The literature points to the interconnection between policing and governance where police are mandated to enforce the laws that are enacted by the government through parliament and influenced by the ruling party. Government policies are said to be formulated and driven by upper leadership in the hierarchy, thus allowing it to create and direct police institutions in the fulfilment of security and peace in the country.

According to Lapke and Dhillon (2020) the way in which security service policy is created and applied 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. On the other end of the spectrum, a policy may be interpreted by a system user in an unexpected manner. These scenarios are a potential cause mismatch between security policy creation and application. Practically this disconnect defeats the very purpose of the security policy. Mohamed et al. (2018) concludes that the stumbling blocks to the initiation of smooth policy formulation are identified to be poor enforcement, industry interference resources and lack of clear roles.

1.2. The National Police Service

The National Police Service was established, in the pre-colonial period as Kenya Police Force between 1887 and 1902 during the reign of Imperial British East Africa (I.B.E.A.).

Around 1907, the Kenya police force reorganized into military lines, and the formation of the Kenya police force came into effect, legally constituted and acknowledged as Police Ordinance (Kenya Police Service, 2017). Since then, because of significant subsequent occurrences, the police force underwent a lot of changes. When our country became independent in 1963, the colonialists handed over the mandate of the police force to independent Kenya (World Bank, 2009). Those days, the police uncompromisingly served the interest of the government entirely its relationship with citizens was that of master and servant.

Magara (2018) posits that before enacting the 2010 Constitution, internal state security had a two tier-based system worked independently the Kenya Police Force and Administration Police Force. With the 2010 Constitution, the two units were combined into one unit, the National Police Service (Magara, 2018). With these structural variations, it was expected that the security service provider would improve its service delivery, which so far is yet to be realized.

As a nation, we don't lack normative framework or legislations in matters security and safety (Magara, 2018). Despite the enabling constitutional and legislative environment for matters security to be anchored in law, one is left wondering why then the continued exponential growth in incidences of insecurity in almost all parts of the country? The response to this question is key to revealing the compromises, challenges, misdemeanor and ethical overlook in professional delivery of security services from the NPS. Also, it may make the void between legal provisions and implementation conspicuous.

Omeje and Githigaro (2012) noted that over the years, NPS has had immense pressure to improve the quality of security service and are usually critiqued by both the international community and members of the public over how they have delivered their services. Different reports have evaluated performance of NPS and in general, all the reports note that the standards in security services delivery are way below the expected standards.

The NPS has undergone numerous policy reforms, all directed towards empowerment and enhancement professionalism, improving logistical capacity, strengthening operational preparedness, strengthening institution policy and legal instruments governing the police (Police Reforms Implementation Commission Report, 2010). However, much hasn't been achieved.

According to Muthondeki, Matanga and Okoth (2017), the reforms anticipated in the NPS are either altogether stalled or proceeding at a languid pace. This trend indicates the failure of the providers of security service in their effort to combat crime.

Despite the many security initiatives, the actual security service by NPS has been diminishing, which is a clear manifestation of the existence of deficient governance mechanisms in the NPS. This study sought to determine the influence of policy formulation on security service delivery by the National Police Service in Kenya.

1.3. Problem Statement

Over the years, NPS has had immense pressure to improve the quality of security service and are usually critiqued by both the international community and members of the public over how they have delivered their services (Omeje&Githigaro, 2012). Different reports have evaluated the integrity, performance and structure of NPS. In general, all the reports note that the standards in security services delivery are way below the expected standards.

The NPS has undergone many reforms, all directed towards empowerment and enhancement professionalism, improving logistical capacity, strengthening operational preparedness, strengthening institution policy and legal instruments governing the police

The insecurity occurrences were evident in dynamic ways This trend indicates the failure of the providers of security service in their effort to combat crime. The crime rate, declined between 2002 and 2004, but skyrocketed again in 2007 and has continued on the upward trend due to the effects of poor governance.BGlobally and local perspective, policy interventions have been put in place to curb insecurity. However, little has been done to check the effectiveness of these policies in place in Kenya.

Despite the many security initiatives, the actual security service by NPS has been diminishing, which is a clear manifestation of the existence of deficient governance mechanisms in the NPS.

1.4. Objective of the Study

This study sought to determine the influence of policy formulation on security service delivery by the National Police Service in Kenya.

1.5. Research Hypothesis
- H_0: Policy formulation has no significant effect on security services delivered by the National Police Service in Kenya

2. Literature Review

2.1. The Concept of Security Services Delivery

Provision of security service has become a major concern for most governments besides the provision of traditional essential goods and services, such as railway services, electricity supply, water, housing, public education and sanitation that were previously the predominant concerns (Ali, Shrestha, Chatfield & Murray, 2020). Modern services and changing demographics demand transformed security service delivery (Spicer, 2010; Biygautane, Hodge & Gerber, 2018). Effective security service delivery is fundamental to easier access to basic services, which not only increases individual but also aggregate production (Palmer, 2019).

According to Gidey (2017), security affords people and communities live in peace and safety, freedom, enjoying the protection of fundamental rights and property, participating fully in the governance of their countries. Also, it affords them access to basic resources and necessities of life (Abbas, 2019). The public security service provider is a fundamental international human right as highlighted in Article 3 of the Universal Declaration of Human Rights (Virmani, 2018). Although many institutions both in the government and private agencies are involved in the provision of security services, the police service plays a critical security role. Police oversee different activities and operations to ensure the rule of law and the provision of public safety are enforced (Allan &Heese, 2015).

According to Musikic&Mirkovic (2017) security includes 'human security' that is a critical foundation for sustainable development. This implies protection from systemic human rights abuses, physical threats, violence, and extreme economic, social, and environmental risks, territorial and sovereignty threats. Security should be given utmost attention as it ensures the corporate existence of the country as an entity that will devise a viable and efficient alternative for social, political and economic growth and development within the limited resource at its disposal (Milner and Baldwin, 2019)

Koh, Ruighaver, Maynard and Ahmad (2014) observe that security is not a one-step, easy-to-identify issue; rather, it requires an in-depth process that must be continually refined, revised and monitored in order to keep up with evolving business strategies and dynamically changing environments. Without proper monitoring procedures in place, these security controls risk becoming obsolete and redundant. Hence, the challenge becomes understanding policy formulation in security and how the security decision-making process can aid organizations to effectively adapt and cope with the dynamically changing environment.

However, in spite of the significance of security services, Cai, Xu, Zhang, Guo, & Zhang (2018) as cited by Milner & Baldwin, (2019) underpin that the concept of security remains both down and troublesome, especially in Africa. In addition, these scholars insist that this distinctive history of pro-imperialist coercion and anti-locals disposition is what significantly shaped the institutional character and functions of most African police forces, including the National Police Force in Kenya. There is therefore the need for extensive change in terms of the provision, management and oversight of security in Africa. Policy formulation provides an inseparable association concept to support the rooting out of old instincts and attitudes required for the transformation (Milner & Baldwin, 2019).

2.2. Policy Formulation and Security Service Delivery

Policy formulations encompass finding policy alternatives which provide solution problems (Sidney, 2017). The process of policy formulation entails numerous stages, assuming that implementers of the policy process have already identified and recognized a policy problem, and have crafted a policy agenda. In the Kenyan context, numerous policies in

the police department regulate operation to make sure that proper security service is delivered. The police, with no form of interferences, have discretionary powers to carry out their responsibilities as provided by their policies (Woldekidan, 2016). Hence, following a giver policy framework, officers should operate and exercise the stipulated powers to improve effectiveness, efficiency and accountability.

Williamson (2016) contended that security policy issue has been evaluated from diverse viewpoints in IS literature. Policies for security were given a green light by the criminal opportunity lenses. Since, 52% of breaches in physical security come from operations personnel within the organization, resulting to controls that are more important and effective. These controls assign roles and duties based on security requirements and policy, detailing security goals. Williamson (2016) recommended that a deliberate effort to enlighten staff on their responsibilities in police as outlined in the security policy document an initiative to increase the level of compliance.

Still in the realm of policy in security sector, researchers did delve into its specifics. Studies called for the improvement and upgrading in audit technology relative to management, so as to come up with software that is customized to an organizations policy need, thus, facilitating program managers compliance needs (Ahmad &Ruighavar, 2003). Another study focused on mechanisms of enforcement for special-purpose and application-dependentsecurity policies. Application-dependent circumstance harbor leakage in information through mobile coding, fraud through electronic commerce, or intellectual theft through electronic retrieval and storage of intellectual property (Schneider, 2000).

Paananen, Lapke and Siponen (2020) argue that on the periphery of security policy spectrum is a structure whose nature is multi-policy. Furnell (2016) defined multi-policy as a system with numerous domains of independent security where the enforcement of security policy is individually enforced and applied. Through logical analysis, Furnell (2016) introduced a formal model for policy groups. Lapke et al. (2020) used digital government to elaborate multi-policy systems, resulting to a lasting solution in multi-domain environment, including ad-hoc and formal approaches, model-based methods, agent-based methods, architectural and database federation approach.

Spafford, Rees and Subhajyoti (2003) explain that, at the practitioner level, security strategy was developed and maintained in dissemination of information about professionals in security from top management in tandem with the life cycle of a standard information sharing technology. This framework's cycle operates in stages: planning, accessing, operating and delivery.

The creation of security service policy and application is accompanied with potential challenges that are hard to measure (Lapke&Dhillon, 2020). A misrepresentation of security officer intent may be worded differently to relay different information. These circumstances are a possible cause of the unharmonious stance between security policy development and implementation. In practice, this unharmonious state beat the intent of security policy formulation.

Policy formulation influence in several countries is detected using several measures such as police duties and mandates, code of conduct, police ordersand regulations (Woldekidan, 2016). Further, as is expected from democratic societies, principles of democracy necessitate governments to provide precise direction on policy, policing plans, have authority over police and set standard performance indicators. The appropriate democratic control from government should encourage police independence towards the general good of the public restraining governance that threatens police impartiality. Consequently, as Woldekidan (2016) assert, an effective policy mechanism to ensure the efficiency and effectiveness of police must be in place to safeguard their functional performance. Nonetheless, police are seen as an instrument of governance hierarchy in many nations rather than the brainchild of policies.

Previous researches point to the linkage between governance and policing such that police are assigned the enforcement of laws enacted through parliament by the government and propelled by the ruling party. Policies by government are perceived to be developed and propelled by top leadership in government hierarchy, hence permitting the creation and direction of police institutions to accomplish peace and security in Kenya.

Despite the independence of police, the manner in which they enforce laws is also influenced by orders from top government officials. Prompting the quest to find out the level of policy influence and if the influence could be categorized as undue or not. Given the above-interrelationship, this research aimed to investigate policy formulations' effect on security services provided by the NPS in Kenya.

2.3. Theoretical Review

2.3.1. Stewardship Theory

Davis, Schoorman and Donaldson in 1991 developed Stewardship theory. It has been proposed as an alternative approach to Agency theory which has been the main framework for conceptual theory of governance (Grundei, 2018). Stewardship theory proposed that every individual tasked with maximizing and protecting the wealth of shareholders to safeguard that the firm's resources are used to achieve the best performance. It however, does not emphasize on the behaviour but on the top-level management's role carrying the steward's capacity, integrating their targets to the organization's target (Karns, 2011).

Donaldson (2008) contend that Stewardship theory acknowledged the importance of structures that supports the steward and offer trust that is built on independence. Stewardship endeavors as Lipton and Lorsch (2015) explain, promotes inner and outer relationships among workers in public setup to the long-term benefit of the organization. Stewardship theory guided the researcher providing insights into how policy formulation and organizational/personal culture could affect security services delivered by the NPS. Stewardship Theory could be represented diagrammatically in summary as follows.
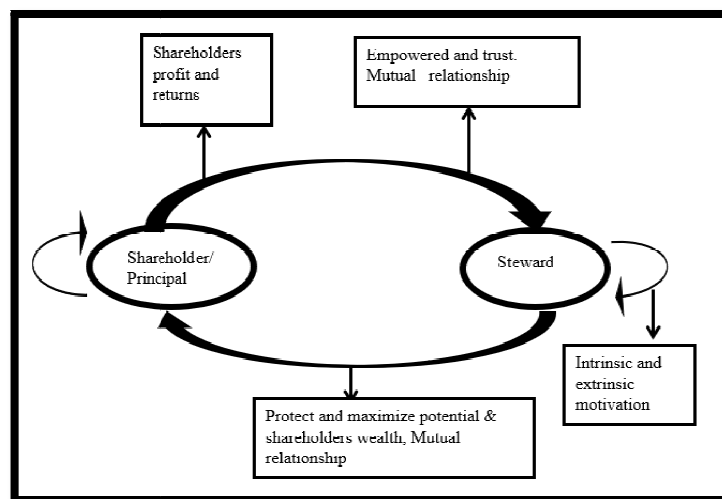
Figure 1: Stewardship Theory Model

2.3.2. Regulatory Capture Theory

      The Regulatory Capture theory is credited mainly to George Stigler, an economist Nobel laureate (George, 1971). This theory is critical in describing the way regulatory bodies interact, in relation to NPS 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 does not underscore the interest of the public, but group interests which are on enriching themselves.

      Regulatory agencies have the colossal undertaking, comprehending the principles of an organization upon which it's the regulator. Regrettably, wealthy people with knowledge concerning the organizational activities in the industries in roles like scientists, technical support staff, executives and managers. Regulatory capture is a normal government functions' failure where the regulatory agencies turn to be docile to the industry over which they are regulating and monitoring (Maria, 2013). However, the foremost criticism for Regulatory capture theory is that itself, does not assure the quest advocated for under objectives because personal interests can influence regulators (Maria, 2013). Therefore, the adoption of this theory compliments stewardship theory.

3. Methodology

      This study utilized pragmatism as an integrated, coherent paradigm. It presents the potential to provide a logical combination of quantitative and qualitative methods paradigms continuum in realizing the set objectives (Brierley, 2017; Mitchell, 2018; Kaushik& Walsh, 2019). Creswell (2014) and Hall (2013) argue that pragmatism is oriented in plurality of methods for resolving real problems in the real world rather than sheer assumptions about the nature of knowledge. Besides providing a defensible and practical scientific philosophy, pragmatism fosters a transparent platform for justifying beliefs and an array of concepts and practices for inference (Suter& Cormier, 2013).

      Pragmatism philosophy was useful to this study for it informed and allowed the researcher in utilizing integrated multiple and mixed research designs, data collection methods, data analysis approaches, and multiple models for modeling and testing the variables taking care of respondent's opinions and experiences.

This study employed explanatory and descriptive survey designs, which were purely cross-sectional to achieve the best results. The descriptive research design enabled the researcher to produce an accurate profile of factors, events and situations since the data gathered was holistic, contextual and rich in details to test variables (Njoroge, 2015; Eriksson &Kovalainen, 2008).

      On the other hand, explanatory research design provided the cause-and-effect associations between variables. It attempted to explain and strengthen the significance, nature and direction of the relationship between two or more variables (Bryman& Bell, 2007; Cooper & Schindler, 2008). The design also provided information concerning the degree of relationships between the variables being studied (Kothari, 2004; Mugenda&Mugenda, 2008).

The site of the research was NPS and None police agencies headquarters located in Nairobi City County. Targeted population was the NPS officers, comprising of Administration Police Service, Kenya Police Service and Director of Criminal Investigation officers and also Non police agencies at different management levels. 274 Kenya national police service officers, 121 administration police service officers, 241 officers in the DCI's office, 21 staff from IPOA, 34 staff of the NPSC, 24 leaders of community policing and 25 IAU officers, totalling to 742 become the target population, from whom 260 eventually formed the sample size.

The computations for sample size adopted Yamane and Taro (1973), as illustrated below.

Yamane and Taro (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 (Kotrlik& Higgins, 2001) 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*.

That target population for NPS was stratified into Gazetted, Inspectorate, Non-Commissioned Officers/Constables and Non-Police were categorized into top, middle and lower management level officers as represented below.

4. Research Findings and Discussion

4.1. Response Rate

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

Table 1: Response Rate
Source: (Survey Data, 2021)

From the interviews 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, Sivo, Chang & Jiang, 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.

4.2. Descriptive Analysis

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/disagreeing with the statements on how Policy formulation influences security services delivered by NPS, as illustrated in Table 2.

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 formulation and implementation will enhance security service 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%)					

Table 2: Policy Formulation
Source: (Survey Data, 2021)

From Table 2 above, 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.

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. First, 'policy formulations that will have the potential to improve the working conditions of police officers' (QHC-NPS043) 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. On the statement on the level of inclusivity of any stakeholder and at what stage of policy formulation, the senior officers, although majority depicting neutrality, gave a between 26% to 75% level of inclusivity at the primary level of any stakeholders in the process of policy formulation. 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, Gillespie, Salkeld, Carter &Trevana, 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 promote the practice of inclusivity, protecting and promoting socio-economic rights of citizens, which is free from intimidation, manipulation and bribery.

4.3. Test of Hypothesis

- H0 Policy formulation has no significant influence on security services delivery by the National Police Service in Kenya.

The objective sought to investigate the association between policy formulation and security services delivery by NPS. A null hypothesis H0 was formulated with the assumption that there is no association between policy formulation and security services delivery by NPS, as shown in table 4.3.

Governance Mechanisms	Tests	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability	Conclusion
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
Variable Coefficient								
Equation		β	S.E	Sig. (P-Values)	Exp (β) and implication		Conclusion and Decision	
Equation 4.1	Constant	1.256	.590	.033	3.512	-	Significant. PF had an influence on Security Service	
	PF - Pol. Form.	-.268	.383	.043	.765	23.5%		

Table 3: Hypothesis Testing and Variable Coefficient

$$SS = e^{(1.256\,-.268PF)}$$ ....Equation 4.1

From table 4.3, 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   The   are less than , 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=0.765 from Equation 4.1 in table 4.3). 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.

5. Summary, Conclusion and Recommendations

5.1. Summary

The objective of this research was to examine the influence of policy formulation on security services delivered by the NPS in Kenya. The null hypothesis, which stated that policy formulation had no significant influence on security services delivered by NPS, was rejected. It implies that there was evidence of the existence of an association between policy formulation and the quality of security services delivered by NPS. However, the association between policy formulation and quality of service delivery was an inverse relationship. For a unit increase in policy formulation, the quality of security services at NPS would be 23.5% less likely to improve. The reasons for the inverse association could be that the current policy formulation arrangements affect security services delivered by NPS. That implying the policy formulation process in NPS had not been a participatory activity. The current security policy has not been implemented effectively, and officers are not comfortable with the policy formulations process in NPS. The findings confirm what Lapke and Dhillon (2020), argues, that how the creation of security service policy and application is accompanied with potential challenges that are hard to measure. A misrepresentation of security officer intent may be worded differently to relay different information. A system user from the end of the spectrum may unexpectedly interpret a policy. These circumstances are a possible cause of the unharmonious stance between security policy development and implementation. In practice, this unharmonious state beat the intent of security policy formulation. In this vein, Woldekidan (2016) asserts that discretionary powers should be placed on police for them to carry out their mandated duties in without any form of interferences. Thus, with a well-structured framework, the police exercising those powers in improving efficiency, effectiveness and accountability. In this vein the findings of this research support Muzeyin (2017), who found out that policy formulation in security services is crucial for effectiveness. However, policy formulation has to follow the security policy model, which helps the security organization to address security challenges effectively in security policy. The model contains five elements Security Goals, Policies, Security Mechanisms, Security Requirements and Security Challenges.

5.2. Contribution to Knowledge

This study examined the association between policy formulation and security services delivered by NPS. In doing so, the study established that the sub-constructs for policy formulation; formulation process, implementation, adoption and evaluation process, were strong predictors towards quality of security services.

5.3. Conclusion

The study concludes that Policy formulation was significantly influencing NPS's quality of security services. There was evidence of an inverse association between Policy formulation and the quality of security services delivered by NPS.

5.4. Recommendations

Policy formulation was significant, implying that policy formulation influences security service delivery in NPS. It also implied that, had not been a participatory activity, and the current security policies had not been implemented effectively. Thus, there is a need to improve the policy formulation process by considering inclusivity such that officers in the different cadres will be part of the policy formulation process.

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