

**FACTORS INFLUENCING SERVICE DELIVERY BY
KENYA POLICE SERVICE. A CASE OF NAIROBI
COUNTY, KENYA.**

BY

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**This research project report is submitted in partial
fulfillment of the requirement for the award of Masters of
Arts Degree in Project Planning and Management at the
University of Nairobi**

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DECLARATION

I declare that this is my original work and has not been submitted to any other university or institution of higher learning for examination or award.



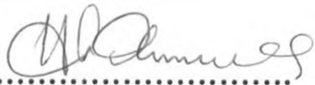
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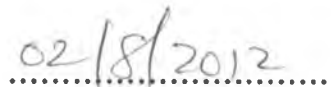
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I am grateful to the Almighty God for his love and provision throughout the course. The entire University of Nairobi staff for allowing me to learn in the institution. I profoundly thank Dr. Larret Kidombo for her unwavering support, advice and encouragement as my Supervisor. Thanks also Prof. Macharia, my lecturers and colleagues in Master Class for their support, ideas, encouragement throughout the course. I thank Mr. Lemmy Njiru and Corporal Ngowah Josphat for assisting in typing and printing the work.

I acknowledge the moral support granted by my Uncle Dr. Guantai Mboroki and Cousin Dorothy Iaito. Thanks to all and God bless you.

DEDICATION

This proposal is dedicated to my uncle Dr. Guantai Mboroki, mother Esther Mbaabu sister; Patricia, Purity and Terry my grandmother Janet Solomon all my cousins, nieces and nephews.

ABSTRACT

Organizations are striving to deliver services which meet the expectations of customers in today's competitive market. This study focused on service delivery in the Kenya Police Service which has been for a long time been criticized by both the media and members of public. The study was guided by the central assumption that there has been unprecedented criticism of the Police service despite the huge investment that the Government of Kenya has made in the department. The research was carried out within Nairobi County amongst officers deployed to perform general duties.

While appreciating that there exists a whole range of variables that affect service delivery, the researcher explored training, welfare of employees, occupational stress and management style employed within the service and how they influence service delivery. The study was carried out using probability and non-probability sampling methods in order to obtain in-depth qualitative information to cover the entire service. The data was collected using close ended questionnaires and open ended questionnaires which gave respondent a chance to give their views.

The findings arrived at revealed that these key variables of service delivery have been ignored to some extent. The training of the service need to be holistic and give room to views and experiences of the learners for this will give room to the learners to appreciate the learning for they are adult learners. The welfare of the service need to be addressed for employees cannot be expected to satisfy the public when they do not have adequate equipment, transport, uniform and also remuneration which is below the people they are expected to serve. The officers should be taken through counseling session so that they are able to deal with the occupational stress due to the work which as no time frame when one can be called for the services. The managers should give room to the officers so that there is free flow of communication and appreciate them; managers also need to be taken through management courses.

It is on this basis that the researcher made recommendations that these factors need to be addressed if the Police service delivery is to be improved.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Since mid 1990's many service delivering organizations have strived to enhance their performance and effectiveness. This is in an effort to achieve differentiation in the already competitive market. Many service delivering organizations have attempted to convince customers that they are superior to their competitors. The importance of the service sector cannot be overemphasized. Research has shown that the input of the sector has sharply increased in both developed and developing countries. Over 75% of all United States jobs now reside in services industries. Further, the service sector generates over 85% of all new jobs and 66% of the GNP of the US. In developing countries like Brazil, where this work was developed; services correspond to more than a half of the GNP (Cauchick, 2004).

Research on service delivering organizations has grown correspondingly. In particular, academics and practitioners alike have exhibited considerable interest in the issues that surround the measurement of service. Research has been undertaken to investigate their service characteristics, and organizational effectiveness from the perspective of those who are the organization's external customers (Lee et al., 2000). Much less has been reported about organizational effectiveness from the perspective of internal customer satisfaction, but a number of studies are still available (Kang et al., 2002). Measuring both the internal well as the external environments is relevant since an external-customer support requires internal systems aligned with external customer expectations, including each internal subsystem adding value to other systems within the organization (Gilbert, 2000).

Police organizations have been recognized world over as a key player in ensuring that service delivering organizations attain their objectives. However, little research attention has been directed at the Police Department as a service delivery by itself. Police play a vital role in maintaining internal law and order in service delivering organizations. In the United States which is a model of policing, they have emphasized on Shared community values. By this approach,

they strive to maintain partnership with the citizens in order to provide the most responsive, highest Police service possible.

The Kenya Police Service has over the years been criticized by both members of public and international community over the way in which they have offered their services. Efforts to redeem its image in terms of service delivery seem not to yield much. Human Rights organizations have been in the fore front since mid 1990's in criticizing the Police services and as if to confirm the genuineness of their case, members of the public have held demonstrations in various parts of the country protesting the poor services offered by the Kenyan Police Service. The common denominator in all the complaints registered against the Service is in terms of reliability, responsiveness, assurance, empathy and other tangibles all crucial elements of service.

The Government of Kenya has invested in a number of Commissions all geared to addressing the concept of service delivery. Commissions such as The Krigler Commission, The Ransley Commission and the recently Police Reforms Implementation Commission have all come up with recommendations on how to improve the Kenya Police Service delivery. It is however notable that no research has been carried out to investigate on the factors that influence service delivery in the Police Service.

1.2 Statement of the Problem

The Kenya Government has encouraged delivery of quality services in all the public sector organizations. This is demonstrated by the numerous programs that have been put in place to boost the said service delivery. The government has initiated a Rapid Results Initiative (RRI) and gone further to break it into short term periods of three (3) months. Other programs put in place to boost the service delivery of the Police Service include joint training programs with countries seen as models of modern policing such as Sweden, United States of America and Turkey among others. Despite these programs, there are no notable changes witnessed in the way Kenya Police offer their services. This begs the question, why there is no any notable improvement in the

manner in which Kenya Police offer their services despite the huge investment undertaken by the government.

1.3 Purpose of the Study

The purpose of this study was to investigate opinions as to the relevance of the existing Police strategies aimed at improving service delivery, the importance of which is to establish a feasible and workable recommendations that could be utilized to aid in the process of service delivery thereby putting in place programs that are both effective and efficient.

1.4 Objectives of the Study

The objectives of this study were;

- i. To explore the influence of training on delivery of service by the Kenya Police Service.
- ii. To assess how welfare of employees influence service delivery by the Kenya Police Service.
- iii. To examine how occupational stress influences service delivery by the Kenya Police Service.
- iv. To establish how management of police service influences delivery of service by the Kenya Police Service.

1.5 Research Questions

To effectively realize the above objectives, this study was guided by the following research questions.

- i. To what extent does training influence delivery of service by the Kenya Police Service?
- ii. How does welfare of employees influence service delivery of the Kenya Police Service?
- iii. To what extent does occupational stress influence delivery of service by the Kenya Police Service?
- iv. How does management style in the police service influence delivery of service by the Kenya Police Service?

1.6 Significance of the study

This study aims at aiding the Kenya Police Service and the policy makers in evaluating development and management programs which would enhance delivery of police service. The government of Kenya spends huge sums of money on training individual Police Officers and Constituting Commissions of Inquiry to look into the services delivered by the Police Department. Such expended sums of money could only be justified if the end result was improved service; but that has remained elusive.

1.7 Delimitations of the study

The study was carried out within Nairobi County amongst the officers performing general duties. The department is organized in commands and formations which share similar management styles as well as the command structure. The study involved officers of all ranks with an experience of 5 years and above both men and women.

Similarly, it was acknowledged that there are many factors that influence service delivery in organizations. From the literature review and general observation, training, welfare, occupational stress and management style were selected as variables of the study.

1.8 Limitations of the study

Due to time and financial constraints, the research was limited to Nairobi Area Command to the officers performing general duties.

Finally, due to the bureaucratic nature of the Kenya Police, it was difficult to conveniently assess some of the Police managers. More so, some of the answers to the questions in the questionnaire may not have been a true reflection of the thoughts and feelings of the junior Police respondents because of fear of being victimized by the authorities.

1.9 Basic Assumptions

The basic assumption underlying this Concept paper was that by targeting Nairobi Area command, a representative sample of target population would be reached.

1.10 Definitions of Significant Terms

Welfare of employees -Wellbeing or benefits of employees in an Organization. Includes; rules and guidelines of the operation, deploying on competence bases, provision of adequate equipments, uniforms, transport and communication and provision of adequate remuneration.

Training – is instilling of interactive skills, modern policing trends, changing attitudes of the learners, taking into consideration of the learners experiences and views and stilling of technical skills.

Management –involves leadership styles employed in the Police service, tenets of human resources management applied, both internal and external marketing in the service.

Occupational stress –is lack of clearly defined work roles, unrealistic workloads and lack of control and autonomy in the performance of duty.

1.11 Summary

This chapter sought to give an overview of need to have a research conducted geared towards investigating the factors that lead to poor service delivery by the Kenya Police service. The concern was on the failure by the department to offer services which are reliable, responsive, and which gives assurance to the public despite the huge investments made by the government in reforming the Service. This formed a foundation upon which this research was based.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter seeks to explore the relationship between identified variables and the influence they yield in service delivery. The chapter undertakes a comprehensive literature review on researches undertaken in the Service delivering organizations and comparing the findings with the subject of study. The study of service provision has gained prominence in recent literature as it enables organizations to gain competitive advantages. The chapter explores some of these often ignored variables and the influence they yield in service delivery.

2.2 The Concept of Service Delivery

Service quality delivery is a term which describes a comparison of expectations with performance within an organisation. An organization with high service quality will meet customer needs whilst remaining economically competitive. Improved service quality may increase economic competitiveness. This is achieved by understanding and improving operational processes; identifying problems quickly and systematically; establishing valid and reliable service performance measures and measuring customer satisfaction and other performance outcomes.

A customer will have an expectation of service determined by factors such as recommendations, personal needs and past experiences. The expectation of service and the perceived service result may not be equal, thus leaving a gap. Determinants of service delivery include tangibles (physical evidence of the service, for instance, the appearance of the physical facilities, tools and equipment used to provide the service; the appearance of personnel and communication materials and the presence of other customers in the service facility); reliability (the ability to perform the promised service in a dependable and accurate manner); responsiveness (to the willingness of employees to help customers and to provide a prompt timely service); service assurance and empathy.

2.3 Training and service delivery

Scholars have split on the definition of training but they have agreed on it as concept that is continuous and organized to meet administrative purposes. Training is a planned activity which targets developing behavioral technical workers' skills in order to empower them to play active role ends with achieving their goals and organizations goals as well (DiBella et al., 1996). It is imperative from the above definition that training aims at creating change in data, experience, methods, views, behaviors and attitudes of individual and group to make them competent. The purpose is to empower them to conduct their business in arrangement and to get high productivity as base to accomplishing firms' goals.

Organizations need to provide ongoing training programs for their employees in the necessary technical skills and knowledge as well as interactive skills to deliver the service. (Hofstede, 2001) states that, training the technical skills of a firm's personnel may be a means of simultaneously improving and productivity. In many cases, companies may teach the technical skills through formal education. In addition, technical skills are often taught through on-the-job training which can combine the theoretical foundation and real work (Wilson et al., 2008).

Service employees also need training in interactive skills which are heavily intertwined with technical skills that ensure them to provide "courteous, caring, responsive and empathetic service" (Wilson et al.). Interactive skills of training provided for employees, especially customer contact employees but also support employees, with specific skills as far as communication task are concerned (Grönroos, 2000). Successful companies highlight the training programs and make sure that the training fits their company's mission, valued and strategies (Wilson et al., 2008).

Training has become an investment in human being since it is considered the main pathway to form adequate human resources in term of and quantity. Hence, it aims at providing individuals with information and administrative, technical skills required to carry out their work in efficiency and effectiveness. Subsequently, this will positively influence organization work and its performance.

Training is one of the key improvement measures to classify any organization. Thus, it is clear why large share are deducted from budget and devoted to training process service delivering organizations. To get successes in the training process, the concept of training should be obvious for all joined parties (trainers, trainees and training officials) due to its strong effect on well-preparation and implementation of training programs as well as on modern techniques that satisfy the needs of personnel and enhance their knowledge and skills as well. Moreover, adopting the total systems in training in particular will upgrade the level of services.

The Kenya Police Service has several training institutions (table 1). Each year, thousands of officers participate in various in-service training programs. However, the training appears to have limited effects on the efficiency of the officers and the Force.

Table 2.1: Kenya Police Force Training Institutions

<i>Names of Police Training Institution</i>	<i>Location</i>	<i>Level of Training</i>
Police Staff College	Loresho	Command Training
Police Training College	Kiganjo and Embakasi	- Training of recruits -Promotional Courses -In-service courses
Provincial Training Centers	Provincial Headquarters	-Training of recruits -In-service courses

Source; Force standing orders

As shown on table 2.1, the Kenya Police service has a number of training institutions all of which are financed by the government. The staff training college which is based at Loresho

mainly specializes in command training of the management cadres of the service. Initial entrants into the Service are taken to Kiganjo or Embakasi which mainly trains recruits and middle level management. At the unit or formation levels are the Provincial or Formation training institutions which address issues peculiar to the unit. These include; CID training school at south C, Traffic training centre at Ngong', alongside other training centres at the provincial headquarters.

Training should be determined by work force need analysis and planning (manpower planning). Manpower planning, an important element of human resources management, involves constant evaluation or projection of needed manpower in the future, developing plans to attract and retain employees, allocating employees to task, training and motivating employees. These steps enable an organization to meet its need for efficient workers and to satisfy employees need for job satisfaction.

In order to develop and maintain appropriate training programs in an organization that will meet the needs of the customers and individual employees (Hofstede, 2001):

The training needs of the Force should be determined. For example, the core functions of the Police are crime prevention, crime control, law enforcement, prosecution and assistance to citizens in distress. Crime control and prevention, and law enforcement require skills in surveillance, intelligence and investigation. Therefore, there should be emphasis on the training of officers in these core areas. Effective training in these areas requires adequate forensic and surveillance facilities.

Training policy and planning: Training policy deals with a range of questions. How many people should be trained? Who should be trained? What are people being trained to do? How are people to be trained? Where are people to be trained? Who are the prospective trainers? How long will training last? What certifications are to be provided? What resources are required for training? How will the resources for training be mobilized? Where will the beneficiaries of the training programs be deployed to enable them apply newly acquired skills? How will the impact of the training and trainees on organizational effectiveness be determined? The development of appropriate guidelines as well as decisions on these issues constitutes training policy.

Curriculum development is important. In Police-work, curriculum should be designed through a multi-disciplinary approach. This means that experts from different fields combining theory and practice should design the curriculum for the different courses. The core curricula for the training of Police officers should emphasize skills required for efficiency in their core functions without neglecting the understanding of the factors in environment that impact on Police efficiency, integrity and legitimacy.

Designing and evaluating training delivery methods: Training should be designed to provide the skills and competencies needed for specific tasks. The content of training must be amenable to measurable knowledge outcomes. Curriculum should contain appropriate and adequate information and exercises for the acquisition of different type of skills that are necessary for Police efficiency and integrity.

Implementation of training programs: There should be scrupulous implementation of training programs. Courses should be properly organized and managed. There should be appropriate and adequate instructors and instruction materials.

Monitoring and evaluation of training implementation or delivery: Training should be monitored and evaluated in relation to training policy and expected training outcomes in the curricula. There is need to evaluate the impact of training on competence of employees and efficiency of organization in the short, medium and long run. Training policy and programs should be integrated with manpower flow.

2.4 Staff Welfare and service delivery.

An important part of welfare reform is the emphasis on encouraging and facilitating social and economic participation. For this to be achieved, a greater emphasis needs to be placed on programs that build individual and community capacity, focus on prevention and early intervention and enhance the creation of social capital (Gregory and Gordon 1979)

As a guide to ensure the employees welfare is addressed, the following key factors need to be addressed (Gregory and Gordon 1979);

First and foremost, explicit rules and guidelines on operations and behaviors and their enforcement need to be developed. The government should review The Police Regulations with a view to providing clear and appropriate guidelines for operations and conducts. Secondly is that promotion should be determined by performance. There should be impartial and prompt enforcement of penalties against breaches of the Police Regulations.

Others include decent working condition which should be guaranteed. Adequate working tools and facilities, working space, convenience (water, toilet) should be provided. Most Police formations and stations lack working tools, including stationery, working space, toilet facilities and other conveniences.

Police officers too deserve adequate remuneration, especially salary and allowances. The remunerations of the Police should reflect the dangers and inconveniences associated with their tasks. Further, salaries of the Police should be reviewed every three years. Officers should also be deployed on the basis of their competence and to areas where they are likely to be most effective and efficient.

There should also exist explicit means to provide uniform and accoutrement. Due to inadequate plan for the supply of Police uniform and accoutrement, the Police are poorly clothed and equipped. This deficiency affects the performance and public image of the Police. This will also include transportation and communication which are critical for the efficiency of security and intelligence personnel. These facilities are grossly inadequate and negatively impact on the performance and morale of the officers and the Force.

Housing facilities also need to be addressed. Barrack accommodation is useful in the country because it facilitates mobilization. However, accommodation for the Police is grossly inadequately and existing ones are in general state of disrepair. Such facilities should bear in mind proximity to health care. Police officers need access to efficient health care services, given

the risk of violence and disabilities they face in the course of their work. In addition, insurance for risks of injury and death is necessary as a measure to enhance performance and morale of officers.

Finally, there should exist elaborate ways through which officers access prompt payment of severance benefits and regular payment of pensions to enhance morale and at the same time motivate performance. These factors are argued to have a strong bearing on services delivered by employees of any given organization.

Kenya Police Service defines Police welfare as all necessary measures for physical and moral contentment of all ranks and their families. (Police Force Standing Orders). Items under consideration in this particular case include; water supplies, recreation facilities, canteens, counseling and visiting the sick officers. A report by Professor Philip Ransley highlighted that Police welfare has not been addressed adequately.

Despite the well-intended provisions in the Force Standing Orders Ransley noted that the reality on the ground portrayed a different picture. In the field of housing, despite the general rule where subordinate officers are required to reside in the police lines for ease of mobilization, this was not the case. In addition senior police officers are free to rent accommodation outside the stations, but however house allowance provided does not enable them to rent decent housing. This alarming report is supported by statistics in the Kenya police reforms framework which indicate that the Kenya Police service which has a complement of 42,342 officers has a house shortfall of 31,614 while the Administration police officers who have a complement of 31,614 officers has a short fall of 18,500 units. The resultant effect has been decay in values and morals, low morale, high levels of stress and strained interpersonal relations between the officers.

Ransley also noted that welfare can be manifested in the provision of medical and life insurance cover. Policing by its very nature exposes police officers to all manner of risks. Risks have increased phenomenally due to emerging challenges in maintaining safety and security. Ransley task force noted that the current provisions meant to cover the risks are not cognizant of the high risks to life that these officers are continuously exposed to. The government pays a monthly risk

allowance of Kshs 5,000. On the part of medical insurance cover, current provisions for the police include monthly medical allowances which range from Kshs 495- Kshs2,490. This is a low figure to afford medical services in the Kenyan medical field.

2.5 Occupational Stress and Service delivery

Occupational stress occurs when there is a discrepancy between the demands of the workplace and an individual's ability to carry out and complete these demands. The stressor leads the body to have physiological reaction which can strain a person physically as well as mentally. The main causes of occupational stress are outlined below;

2.5.1 Anxiety, Stress and Burnout in the Police Services

Police work has been found to be especially anxiety provoking due to the macro context of the human services, its focus on human beings, their complex problems and relationships, and emotionally-charged situations (Strozier and Evans, 1998). However, the empirical research is not consistent in this regard as some comparative studies have found similar levels of anxiety in other occupations. A number of issues contribute.

2.5.1.1 Work Factors

There are numerous work-related factors identified in the literature as contributing to work stress and burnout, and these can be placed into the following general groups: particular practice fields, work role issues, organizational structure and culture, high workloads, low levels of control and autonomy, supervision practices, lack of accomplishment and efficacy, violence and conflict, and racism within the organization. However, there is increasing evidence that a combination of high job demands and low supports is the critical factor in burnout (Dollard *et al.* 2001).

Studies of burnout and work stress have been conducted across various positions, occupations and practice fields in the service delivery organizations. Very few studies have addressed the issue of burnout and work stress in non-government, not-for-profit and for-profit agencies.

Police officers have been found to have higher burnout and stress levels than other human service workers (Dollard *et al.* 2001) and this has been suggested as resulting from their statutory roles, somewhat limited autonomy and the complex decisions they are often required to make.

Role ambiguity and role conflict for police officers and human service workers have consistently been found to be positively associated with levels of emotional exhaustion, burnout and work stress (Siefert *et al.* 1991). However, Um and Harrison (1998) recently used LISREL linear structural relation techniques to examine the process of stress-strain (burnout)-outcome (job satisfaction) of 166 Florida social workers, and concluded that role conflict, but not role ambiguity, intensified burnout and job dissatisfaction.

The relationship between large caseloads and stress, although intuitively linked, has not been consistently born out by the empirical evidence, perhaps due to measurement difficulties. LeCroy and Rank (1987) found no significant relationship between Police employees job performance variables such as the amount of overtime, direct client contact, practice experience and burnout, but (Barak *et al.* 2001) identified it as a significant factor in their review of 25 studies of the antecedents to turnover in police services. There is, however, stronger evidence regarding the negative impact of overall workloads on work stress (Bradley and Sutherland, 1995)

2.5.1.2 Non-Work Factors

Personal and demographic characteristics play a limited role in the work stress and burnout process, with these factors mostly acting as moderating influences rather than causal factors or sources of stress (Gutek *et al.* 1988). There are equivocal findings with respect to the influence of age on work stress with Collings and Murray (1996) finding that older workers tended to have higher levels, whereas Barak (*et al.* 2001) found the opposite in a review of burnout and turnover research. Most studies have not found gender to be an influential factor (Barak *et al.* 2001).

However, there is evidence to suggest that a practitioners pre-existing level of psychological well-being is negatively related to subsequent levels of emotional exhaustion and job dissatisfaction (Koeske and Kirk, 1995). Zunz (1998) examined the influence of resiliency on burnout and found that those workers who were more resilient and also received social support tended to experience lower levels of burnout. With respect to other personal characteristics, (Dollard *et al.* 2001) found that trait anxiety and financial worries had a significant positive relationship with psychological strain.

Practitioners with a high degree of personal commitment to their profession and work have been found to be more likely than others to have greater control of their work, experience less stress, and have higher job satisfaction (McLean and Andrew (2000), and to also be more likely to stay with their employer (Barak *et al.* 2001). Commitment may well be an important personal and professional value base in practitioner's perceptions of work stress.

Spousal support has also been found to be negatively associated with burnout (Barak *et al.* 2001), and positively related to job satisfaction in human service workers (Dollard *et al.* 2001). However, whilst home-work conflict, such as work intruding on family life, has been found to be associated with psychological strain for human service workers (Dollard *et al.* 2001), Barak (*et al.* 2001) found that it was not central to turnover considerations. The lack of influential non-work factors identified in the many studies of burnout and turnover in the police services are seen to be consistent.

2.6 Organizational Strategies and service delivery

Despite longstanding and repeated calls for job redesign to address work stress in the human services (Dollard *et al.* 2001), it has not been taken up to any large degree. Indeed, variety and autonomy for many workers has decreased as case management procedurals have increased (McDonald, 1999). In view of the plethora of research findings indicating the significant moderating influence of increased worker control and autonomy on burnout, the reluctance of employers to embrace this strategy is surprising. It is fundamentally a management responsibility to establish and maintain an organizational climate and culture that deals openly with work stressors, vicarious trauma and burnout and does not individualize or label that staffs that experience these phenomena.

Job redesign would be further enhanced through the proactive use of regular supportive and good professional and administrative supervision (Grasso, 1994). Management styles that embrace collaborative, participatory approaches that facilitate effective team work and collegial support have been shown to increase job satisfaction and moderate work stress (Smith and Nurston, 1998). Sadly though, many managers and supervisors remain unskilled to deal with the social and emotional requirements, or are simply disinterested in making this a high organizational or

personal priority (Winefield *et al.* 2000). Similarly, access to debriefing, whilst demonstrated as an effective tool against stressful incidents and vicarious trauma, remains under utilised (Dollard *et al.* 2001).

Organizations have significant roles to play in assisting their staff to appropriately and effectively manage the chaotic situations and stresses that can arise in some human service practice contexts. Having orderly processes and procedures in place can aid the management of work stress but, if overly rigid, can also contribute to stress. Staff training in time management, workload planning and prioritizing, and how to decrease interpersonal stress and conflict in work teams (improved communication) can be very productive. However, this should never be used as a manipulative ploy to shift responsibility for dealing with excessive workloads from the organization and funding authority to individual practitioners.

Other effective measures to increase job satisfaction and decrease burnout include the provision of challenging and stimulating training (Dollard *et al.* 1999, 2001), orientations for new workers (Barak *et al.* 2001), appealing general working conditions including physical surroundings (Dollard *et al.* 2001; Vinokur-Kaplan, 1991), ensuring there are adequate resources to meet the workload and closely monitoring this (Illiffe and Steed, 2000), and addressing financial remuneration issues, which are frequently a key source of worker dissatisfaction (Marriott *et al.* 1994). Lattig (1991) notes that while the human services attracts idealistic practitioners to low paid positions, it is wrong to assume that are not motivated by extrinsic rewards such as salary.

2.7 Police Management and Service Delivery

The management of service has become one of the most important topics in service delivery (Cronin and Taylor, 1992). The study of service provision has gained prominence in recent marketing literature as it enables organizations to gain competitive advantages (Ozment and Morash, 1994). However, much of the current literature on service deals with its measurement or outcomes rather than focusing on improving the process of service delivery (Farrell and Souchon, 1998).

This is surprising trend since the process of service delivery is considered by some to be more important than the outcome. Nevertheless, a limited number of studies have attempted to identify means of improving the delivery of service through such activities as employee management (Hartline and Ferrell, 1996), internal marketing (Lings, 1999), and total management (Lukas and Maignan, 1996).

The role of leadership in improving service delivery has been advocated and service leadership in particular has been deemed crucial to the provision of higher levels of service (Zeithaml and Bitner, 1996), but the lack of any psychometric scales or empirically tested relationships means that the question of how service managers should lead still remains. When attempting to formulate an understanding of leadership (Bass 1997) notes that by dissecting leadership into various styles, the effectiveness of different types of leaders can be better understood.

Additionally, (Yammarino 1997) reasons "the particular leadership style or behavior endorsed by the manager can enhance, neutralize, or inhibit such job-related outcomes and responses of sales subordinates as job satisfaction, motivation, effectiveness, and performance." The objectives of this study are therefore to conceptualize service leadership, and to model its effects on perceived service delivery, drawing on generic leadership styles conceptualized within psychology and sales management literature (Bass, 1997; Jolson, Dubinsky, Yammarino, and Comer, 1993).

The Kenya police leadership is seen to hamper successful Customer service. In its interim report, police reforms task force stated that the current low levels of public trust in the police also impact on the reduced standing of the senior police leadership in the eyes of the public. This raises the question of how public confidence in reforms can be improved if the implementation of such reforms is to be left to the current police leadership. The task force thus recommended that persons with proven leadership and managerial skills, high integrity, an ability to spearhead reforms be appointed.

Ransley also noted a serious management problem in the police services arising from amongst others, poor leadership, patronage, wrong placement or its abetment. He thus found it necessary

that a comprehensive staff review of both the Kenya Police and Administration Police be undertaken.

2.8 Conceptualization of Variables

The process of service delivery is comprised of a number of managerial- and employee specific factors whose inter-relationships and effects upon service have been well documented. Employees' attitudes such as role stressors role ambiguity and role enhancers such as job satisfaction and organizational commitment and behaviors including recovery of service failures, teamwork, and adapting service behaviors to suit customers' needs) during service delivery play a crucial role in the development of customers' perceptions of service (Bitner, 1990; Hartline and Ferrell, 1996).

Managers in turn provide inputs to the service delivery process (e.g., feedback to employees) to attempt to influence employees' attitudes and behaviors in a positive way (Hartline and Ferrell, 1996). Hence, the inputs of managers as well as employees' service attitudes and behaviors make up the service delivery process. Based upon the service they receive customers then formulate perceptions of service. (Parasuraman, Zeithaml, and Berry, 1988).

It seems logical to infer from this that the adoption of transactional and transformational leadership characteristics by service managers should result in higher performance, although no empirical evidence exists to confirm this. Leadership styles are likely to increase the influence that managerial inputs have upon employees' attitudes since leadership represents a 'process' (Jolson, Dubinsky, Yammarino, and Comer, 1993) whereby any managerial inputs are performed continuously rather than uniquely. For example, continuous feedback to employees is likely to have a greater impact than feedback given sporadically.

Transactional and transformational leadership are also likely to influence the relationship between managerial inputs and employees' service behaviors. If followers observe their leader achieving desired results, they are more likely to try and emulate the leader (Avolio, Waldman, and Yammarino, 1991) in order to satisfy their expectations (Bass, 1985). Amongst the sales management literature there has been considerable discussion of the positive effect that

transactional and transformational leadership have upon employees' role enhancers (Avolio, Waldman, and Yammarino, 1991; Bass, 1985, 1997; Yammarino, 1997) and the negative effect relationship that they have with employees' role stressors (Avolio, Waldman, and Yammarino, 1991; Dubinsky, Yammarino, Jolson, and Spangler, 1995).

Leadership styles are also likely to impact directly upon employees' service behaviors. Transformational leadership promotes innovation and causes employees to think in terms of the work group rather than just themselves. (Avolio, Waldman, and Yammarino, 1991; Yammarino, 1997) increasing the likelihood of teamwork and adaptability behaviors being adopted by employees. Transactional leaders, through task identification for employees (Dubinsky, Yammarino, Jolson, and Spangler, 1995), are likely to cause only those behaviors that are deemed necessary by the leader (such as teamwork) to be performed.

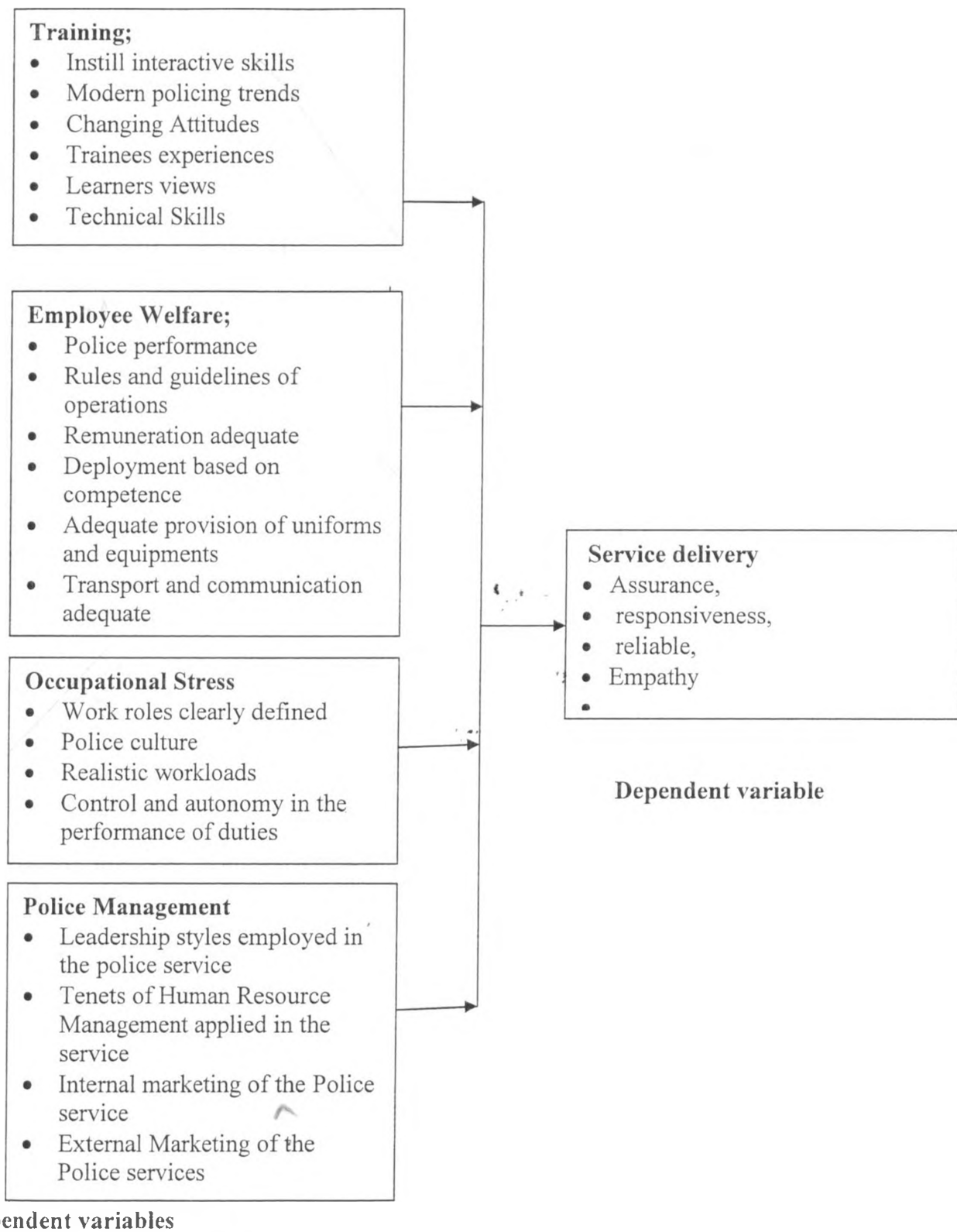


Figure 1: conceptualization of variables influencing customer service.

2.9 Summary.

As revealed by the above literature, various researches have revealed that service delivering Organizations thrive on the stated variables. Successful service delivery is a function of training, employee welfare, occupational stress and management. Since Police is a service delivering organization, it therefore goes without saying that, there is need to blend these aspects in the Kenya police service.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter aimed at documenting the methodology used in gathering data. It covers research design, sample design, data collection, data analysis, limitation of the study, ethical issues and the expected outcome. This study sought to investigate factors that influence the delivery of services by the Kenya Police service.

3.2 Research Design

Based upon the literature review, interviews of experienced police managers, and the researcher's experience, it appeared that the holistic system of service delivery is not working. To learn more about the kind of the programs used, a study design that was intended to follow the descriptive study including both quantitative and qualitative research methodologies was adopted. It was believed that a combination of methods would produce cross-validation for specific service delivery variables. The literature review identified issues that service delivery issues should seek to address in organizations. These were verified through quantitative measures. Qualitative methods were used to discover what was happening in the study agency. Qualitative data enabled the collection of descriptive data. Kothari (2003) recommends descriptive survey design as it makes it easy to describe, record, analyze and report the actual conditions. As such, the descriptive data was utilized to explore individual Police officer's experiences with service delivery and the impact it had on their working life.

3.3 Target population

Study Population is a group of individual objects or items from which samples are taken for measurement. (Kombo and Tromp 2006). The study Population in this case was Police Officers based in Nairobi Province. A strategy of mixed purposeful sampling which combine various sampling strategies was used. This helped in triangulation, allowed for flexibility, and met multiple interests and needs of different cadres of the Police force. It was necessary in that it fitted the purpose of the study and the resources that were available. Secondly, Because

aspirations develop over time, the researcher interviewed individuals who had been in the workforce for more than five (5) year were interviewed. Second, were those individuals who were in management position. They were deemed to best judge whether they meet the primary objectives of service delivery.

The target population is the entire group of individuals or objects to which the researcher is interested in generalizing conclusions. (Kothari 2003). Nairobi Area Province has a total of 1,798 officers (source; Police Personnel data). These officers cut across various ranks from the Deputy Commissioner of Police to police constables. Table 3.1 illustrates the personnel in the province. According to the Kenya Police reforms framework (2004), there are approximately 35, 000 Police officers in Kenya today. These Police officers who cut across the ranks are deployed in various departments and units, from where they share a common management platform. There is no source giving the finer details of the ranks breakdown.

Based on the above target population the study sought to identify an experimentally possible population ensuring validity and reliability of the data. The study administered questionnaires and interview schedule to the following accessible population within Central, Buruburu and Kayole Police Divisions;

3.3.1 Sampling methods and techniques

From the study population, the target population could have been found in a single Police region. The fact that there are 8 Police regions demarcated according to the eight legislative provinces means that sampling from more than one of these regions will be duplicating the research findings. Therefore, Nairobi Area province was targeted since a number of study units were available.

In this region a combination of both probability and non probability sampling methods were employed. Since the region targeted had a large number of units to be studied, probability sampling provided an efficient system of capturing heterogeneity that existed in the target population. On the other hand, to obtain in-depth qualitative information about the service delivery, non-probability sampling was used. The techniques used in probability sampling

included stratified random sampling and cluster sampling. The non-probability techniques included, purposive sampling and snowball sampling.

Table 3.1 Rank Break-down in Nairobi Area

<i>Rank</i>	<i>Total population</i>	<i>Sample Population</i>	<i>Sample size</i>
Deputy Commissioner of Police (DCP)	1	1	100%
Senior Assistant Commissioner of Police (S/ACP)	1	1	100%
Assistant Commissioner of Police (ACP)	3	1	33.33%
Senior Superintendent of Police (SSP)	11	2	18.18%
Superintendent of Police (SP)	18	6	33.33%
Chief Inspector	12	2	25%
Inspector	26	8	30.77%
Non commissioned Police Constables	50	12	24%
	843	69	8.19%
Total	965	102	10.56%

Source; Police Personnel records

The above table gives a breakdown of the population sampled. It represented 10.56% of the total population which represented a study group to help realize the objective.

3.3.2 Sampling procedures.

The research used a combination of both the stratified random sampling and cluster sampling. The sampled population was segregated into three homogeneous subgroups consisting of members of inspectorate and the gazetted officers from where subjects were randomly selected. Ranks formed the basis of classification in the research.

3.4 Data collection methods

Three research instruments were used in the study for data collection. They included questionnaires and interviews. They were used since they were found to be most useful for collecting the type of data that was needed for this study. However, questionnaires were largely relied upon in this study.

3.4.1 Questionnaires

Two questionnaires were developed for this study. Responses between first line employees and those in the tactical and strategic levels were compared to identify perspectives unique to management versus line level personnel. A definition of customer service was included at the top of each questionnaire. Each survey contained closed-end and open-end questions. Closed-end questions were used to quantify information which was later used in marginal tabulation. Marginal tabulation provided the researcher with a description of how the total sample had distributed itself on the response alternatives for each questionnaire item. Responses to individual items were also used to explore possible relationships between two or more variables. The researcher through literature review recognized that the Kenya Police service may be offering some form of customer service. For this reason, questionnaire items which were constructed included the respondents' opinions regarding Customer Service in general.

On the other hand, open-ended questions were used to obtain more in-depth information that led to greater understanding of the total situation regarding Customer service delivery in the Kenya Police Service.

3.4.1.1 Pre-testing and administration of the questionnaire

All questionnaires were pre-tested on a selected sample akin to the one that to be used in the study with a view to assessing their suitability. They were administered to a similar study population used in the research taken from Kasarani Police Division. These questionnaires were delivered to the respondents and collected by the researcher.

3.5. Data analysis

To analyze this data, text was classified into content categories. The central idea in content analysis was that many words of the text were classified into much fewer content categories. Words, phrases, or other units of text that were classified in the same category were presumed to have similar meaning. The coding scheme created for open-ended items were based upon recording units along the themes.

Data analysis was conducted on individual questionnaire and analyzed exhaustively according to the objectives of the study. The respondent's responses were presented in terms of tables, pie charts and percentages. Data from the surveys were evaluated to determine the extent to which the systems employed by the Kenya Police service prepares employees to deliver services to the customers. Data was then interpreted according to the purpose of the study which facilitated a discussion of the findings and drawing of conclusions.

3.6 Research ethics

The research was undertaken with the concern of improving the Kenya Police fraternity and the services offered to the Kenya citizenry. It was not geared on the researcher's personal interests and as such did not target achieving negative effects from its objective. It was done in strict accordance to the laws which prohibit unethical behavior by the researcher.

The principle of voluntary consent where the respondents willingly participated in the research was conformed to. During administration of questionnaires identities of the respondents were concealed by coding the questionnaires so that the same was only known by the researcher. This was hoped to enhance the confidence level of the respondents.

3.7 Operationalization

Customer service is a product of a number of variables. Training should be holistic and should endeavor to instill technical skills, knowledge and interactive skills necessary to perform a certain task. It should manifest itself in added experience, new methods of performing tasks, change behavior and attitude. Employee welfare should address their social participation, economic participation and programs should be put in place to build individual capacity. As a way of addressing occupational stress both work and non-work factors should be addressed. Management should encompass employee management, internal marketing and appropriate leadership styles.

Figure 3.2 Operational definition of variables

objectives	variables	indicators	measurment	scale	Data collection	Data analysis
To explore the influence of training on delivery of service by KPS.	Independe nt variable. training	Length of service	Number of years worked	ratio	questionnaire	descriptiv e
To assess how welfare of employees influences service delivery by the kps	Welfare of employees	Remuneration ,equipment ,transport ,communicatio n, uniforms,	Adequate of equipment transport and uniform, earnings	Ratio and normin al	<u>questionnair es</u>	<u>descriptiv e</u>
To examine how occupation al stress influences service delivery by kps	Occupation al stress	Workload, roles of individual office, control and autonomy	Realist workload clearly defined individual work roles, individual control and autonomy	ratio	<u>questionnair es</u>	<u>descriptiv e</u>
To establish how	Manageme nt of the police	Consultative style, tenets of human	Number of complaints in week	<u>ratio</u>	<u>quationnaire s</u>	<u>descriptiv e</u>

management of the police influences service delivery by kps	service	resource, internal marketing, external marketing	both internal and external, Rank with more complaint from external customers ,number of challenges			
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From above table it shows how dependant variable is influenced by independent variables in the delivery of services in the Kenya police service.

3.8 Summary

This chapter addressed the research methodology that the researcher used in this research. It clearly elaborates on the research and sampling design used in this research. It also discusses the research instrument used to collect data for the purpose of arriving to the findings upon which the conclusions were derived at.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter organizes, interprets, presents and analyzes primary and secondary data collected. The analysis of this research was majorly descriptive. Before data collection and questionnaire administration, an explanation was given to respondents both through the introductory letter and orally as to the purpose of the study. The explanation was done both at the pre-testing and actual data collection stage. Pre-testing of the questionnaire instrument was carried out at the Kasarani Police Division headquarters with a view to test its credibility and reliability. A total number of 125 questionnaire forms were administered and after sorting out those that were not comprehensively filled; a total of 102 adequately filled ones were realized. This represents a response rate of 85%.

To meaningfully interpret data, questionnaires were classified into the following categories; Gender category; Age category; Rank category; Length of service category and the Level of education. All these categories were included in the questionnaire to act as a guide and to ensure that the responses took care of diversity in the Kenya police service.

4.2 Bio-data of respondent

This section presents the bio-data of respondents in terms of gender, age, and rank, length of service and education level.

4.2.1 Gender Category

A total number of 41 female and 61 male Police officers were sampled. This represents a gender sample percentage of 39.6% and 59.4% respectively. The gender issue was factored in because the nature of services undertaken by the two genders differs to some extent. However, the disparity in the sample percentage can be accounted for because there are fewer female police officers in the Kenya police service than there are male officers. The sample is thus sufficient as the views of both sexes are captured in the research.

4.2.2 Age category

The Kenya Police Service recruits officers of the age of 18 years and above. The age of retirement has in the past been pegged at 55 years. It is until the year 2008 that the age of retirement was increased to 60 years. What this translates to is that Kenya police service has in its work force officers of between 18 years to 60 years.

Table 4.1 Age category respondents

<i>Age category</i>	<i>No. of respondents</i>	<i>frequency</i>
23-27	13	14%
28-32	24	25%
33-37	18	19.4%
38-42	12	13%
43-47	19	20%
48-52	5	6.4%
52-57	0	0.9%
Above 58		0%
Total	91	

The percentage sampled were as follows 14% in the first category, 25% in the second category, 19.4% in the third category, 13% in the fourth caetegory, 20% in the fifth category, 6.4% in the sixth category, 0.9% in the seventh category and 0% in the final category. The few officers in the final category of above 58 years were not interested in the questionnaire forms as they felt they had nothing much to benefit from the research. The first category of officers on the other hand was not targeted by the researcher since most of the officers are under internship. This accounts for the non availability of respondents.

4.2.3 Rank Category

Kenya police service personnel can broadly be categorized into three categories. Broad categories are the gazetted officers, the Inspectorate and other ranks. Whereas the Gazetted and the Inspectorate officers perform lesser services which cannot be quantified, the cadre forms a management platform unto which major policies regarding services are formulated and implemented. The category thus gives a broad spectrum of the various levels to ensure the data is all inclusive.

Table 4.2 Rank category respondents

<i>Rank category</i>	<i>Respondents</i>	<i>frequency</i>
Police constable	78	80%
Non- commissioned	7	8%
Inspectors	6	7%
Gazetted officers	4	5%
Total	95	

Police constables who offer much service and who form the bulk of the police population accounted for 80% of the responses. The Non-Commissioned Officers formed 8% of the responses, the Members of Inspectorate accounted for 7% while the Gazetted Officers accounted for 5%. This suggests that all the cadres were fully sampled thereby making the results admissible by all.

4.2.4 Length of service

As manifested in the rank category, the lengths of service of the serving police officers vary. The researcher assumed that aspirations develop with time and on the same premise assumed that the services offered by an officer who has served for over a long period would be different from that with a shorter period of time. This was geared towards capturing different aspirations with a view to capturing the very best for the Kenya police department.

Table 4.3 Length of Service category respondents

<i>Years of service</i>	<i>Respondent</i>	<i>frequency</i>
6-10	47	48%
11-15	25	26.4%
16-20	8	9.5%
21-25	10	11%
Over 25%	4	5.1%
Total	94	

From Table 6, it is evident that no responses were received from the first category. This is based on the fact that the researcher did not target those officers with less than 5 years experience as majority of them are still on probation. In the second category 48% of the respondents were received, the third category had 26.4%, the fourth gave a response rate of 9.5%, the fifth had a rate of 1% while the sixth had a response rate of 5.1%.

4.2.5 Level of Education category

The Kenya Police Service has wide disparities in terms of educational status. The Kenya police service has officers with primary education, secondary education, diploma level, first degree level and post-graduate qualifications. This diversity has worked for the betterment of the Police service in a number of areas and the researcher thought that the same can be manifested in the Police housing research why diverse ideas are much needed. Therefore, this category was geared towards getting balanced opinions from all the officers while appreciating their various levels of academic standards.

Table 4.4 Level of Education category respondents

<i>Level of Education frequency</i>	<i>Respondent</i>	
Primary	13	14%
Secondary	60	62%
Diploma	14	15%
Degree	7	8%
Post Graduate	0	1%
Total	94	

Majority of the respondents were mainly drawn from the secondary level of education. This accounted for 62% of the respondents compared to 14% primary level, 15% Diploma level, 8% first degree holders and a paltry 1% those with post-graduate qualifications.

4.3 Presentation

The rest of this chapter presents data based on the four independent variables and one dependant variable.

4.3.1 Influence of training on delivery of service.

This variable sought to answer the researcher's first objective. From the literature review, it is imperative that training which is geared towards service delivery should Instill interactive skills to the employees, embrace modern policing trends, succeed in changing employee attitudes, utilize employees previous experiences, give room for learners views as well as inculcate technical skills to enable employees perform their duties.

Table 4.5 Responses Regarding the Effect of Training on Police Service.

Effect Rating	Strongly	Disagree	Percentage	Disagree	Percentage	Not Sure	Percentage	Agree	Percentage	Agree	Percentage
	Disagree	Percentage	Disagree	Percentage	Not Sure	Percentage	Agree	Percentage	Agree	Percentage	
Interactive skills	12	11.32%	27	25.47%	2	1.89%	57	53.77%	8	7.55%	
Modern Policing Knowledge	12	11.32%	34	32.08%	11	10.38%	38	35.85%	11	10.38%	
Change attitudes	6	5.66%	33	31.13%	8	7.55%	47	44.34%	12	11.32%	
Trainee entry behavior	21	19.81%	35	33.01%	8	7.55%	36	33.96%	6	5.66%	
Trainee views	27	25.47%	45	42.45%	8	7.55%	23	21.70%	3	2.83%	
Operational and technical skills	3	2.83%	20	18.87%	8	7.55%	57	53.77%	18	16.98%	
Training methods	5	4.72%	39	36.79%	5	4.72%	42	39.62%	15	14.15%	
Holistic Training process	12	11.32%	29	27.36%	8	7.55%	39	36.79%	18	16.98%	

As depicted in Table 4.5, a big percentage of the officers admit that the training offered at the training institutions do instill interactive skills. This is from the 61.32% of the respondents who agreed with the assertion compared to the 37% respondents who disagreed. However, majority of those interviewed stated that the interactive skills comes largely from informal curricula while an equally large percentage stated that Liberal studies which is a subject taught at all levels helps so much in instilling interactive skills. A topic of Public relations taught under the discipline was specifically isolated as largely contributing towards the objective. The same was not the case

when it came to if the training offers modern policing knowledge. 43.6% of the respondents disagreed while 46% agreed with the statement. Those who disagreed felt that much needed to be taught especially on the modern crimes especially cyber crime where they cited lack of a computer lab to train officers. Those who agreed with the statement quoted the recent curriculum developed by the Kenya Institute of Education and affirmed that it was detailed to cover the emerging issues in policing.

On if the training has an impact on officers attitudes, 45.6% agreed while 36.6% disagreed. The same was depicted on if the police Training takes into consideration officers' entry behavior. 42% disagreed while 59% agreed with the assertions. However, there was a general feeling that the trainers did not put into consideration the views of the trainees. 68% of the respondents felt that their views were not taken into consideration compared to 24% of the respondents who felt that their views were taken into consideration. Officers felt that there was a disconnect between the happenings in the field and in the training institutions which was brought about by trainers overstaying without going to find out what was happening in the field. As to whether the training methods were all inclusive, 41% disagreed with 54% agreeing with the statement. Finally, 38.5% of the respondents felt that police training was not holistic in nature as opposed to 53% of the respondents who felt that it was all inclusive.

4.3.1.1 Summary on Training and Police Service

The responses are that a total of 47% disagreed with the overall objective compared to almost an equal number of 46% who agreed that training offered at the Police Institutions prepared them well to provide adequate police services. A significant figure of 7% were not sure of the training offered vis vis service delivery. This may not be a pleasing trend for Kenya Police department which boasts of a vision of being a world class police service. The percentage depicting those not sure is that high suggesting that the respondents did not have adequate information as to the training that prepares employees to provide services.

4.3.2 Influence of Employees Welfare on Service Delivery.

This sought to answer the researcher's second objective of ascertaining the influence of employee welfare on police service delivery. The researcher was guided by the following parameters; whether promotion is pegged on individual performance, whether rules and guidelines of operations exist, if the remuneration adequate, whether deployment is based on competence, whether there is adequate provision of uniforms and equipments for work, if there is sufficient transport and communication.

Table 4.6 Responses Regarding the Effect of Welfare on Police Service.

Effect / Rating	Strongly Disagree	Percentage	Disagree	Percentage	Not sure	Percentage	Agree	Percentage	Agree	Percentage
Promotion and Performance	59	55.70%	32	30.19%	4	3.77%	8	7.55%	3	2.83%
Rules and Regulations	18	16.98%	26	24.53%	8	7.55%	38	35.85%	16	15.09%
Police Remuneration	42	39.62%	32	30.19%	17	16.04%	9	8.49%	6	5.66%
Police Deployment	48	45.28%	44	41.51%	2	1.89%	9	8.49%	3	2.83%
Provision of Equipments	45	42.45%	43	40.57%	2	2.83%	14	13.21%	2	1.89%
Transport and Communication	66	62.26%	24	22.62%	8	7.55%	5	4.72%	3	2.83%

As tabulated on table 4.6, 86% of the respondents disagreed with the assertion the police promotion is based on performance while 10% felt that it reflected performance. 41% disagreed with the statement that there exists clearly defined rules and regulations of operations compared to 51% who agreed that there are adequate rules. 70% disagreed that the remuneration is adequate while 14% felt that the pay is adequate. On equipments, 83% of the respondents

disagreed that there were adequate equipments of operation while 15% agreed that equipments were provided for, and on transport 85% felt that there was no transport while a small percentage of 7% agreed that transport and communication have been provided for.

4.3.2.1 Summary on Welfare and Police Service

As to whether the issue of welfare has been addressed adequately to enable police officers provide services, 44% strongly disagreed, 31% disagreed, 7% were no sure, 13% agreed while only 5% strongly agreed with the statement. This shows that a total of 75% disagreed and stated that officers' welfare has not been addressed and a total of 18% stating that the issue of welfare has been addressed.

The level of disagreement was notably high on the issue of promotions and availability of equipments. Most of the officers interviewed stated that there lacks a clear promotional policy regarding promotions. Most of the officers said that promotion was riddled with a lot of patronage and an officer needed to know a senior officer somewhere to be considered for promotion. An agitated officer from Kayole police station narrated how he was turned down during the just concluded promotion boards. It was deliberated that his 9 years length of service was not enough for him to qualify for a corporal promotion yet officers of even below 5years were being considered for the same. Similarly, a lady officer attached to Kamkunji Police station complained of being harassed on the said interviews. She narrated to the researcher how she was asked questions relating to her marriage and wondered how that was police related.

On the aspect of equipment availability, officers interviewed appreciated that the issue of uniforms was being addressed in a fair manner. However, those interviewed said tools of trade were not enough to perform their duties effectively. This was noted to range from firearms available for use to protective gears. At Buruburu police station, most officers narrated how they recently struggled with a robber who entered into a building for hours. They stated that it only took their well equipped counterparts from the elite Recce Company of the general service a couple of minutes to overpower the thug. This is a fact which they attributed to advanced equipments of the Recce company officers.

4.3.3 Effect of Occupational Stress on Service Delivery

This variable sought to address objective number 3. The objective was dependent on the following parameters; clear definition of work roles, if the police culture is supportive of the service delivery process, whether the work loads are realistic and if there is individuals control and autonomy in the performance of police duties. The responses realized are tabulated in the table below.

Responses as to whether police work roles are clearly defined, 25% of the respondents strongly disagreed, 39.62% disagreed, 7.55% were not sure, 22.64% agreed and 5.66% strongly agreed. This is interpreted to mean 65% denied that the roles are clear while 28% agreed that the roles are defined. On the second parameter of police culture, 24.53% strongly disagreed that the police culture is supportive of better services, 31.13% disagreed, 2.83% were not sure, 33.02% agreed and 8.49% strongly agreed. In sum total 56% disagreed while 41% agreed with the assertion that police culture is supportive of better police services.

On the parameter of realistic police workloads, 39.62% stated that the workloads were strongly unrealistic, 50% disagreed, 2.83% were not sure, 4.72% agreed and 2.83% strongly agreed. In sum total 90% disagreed while 7% agreed with the statement. Finally, on the issue of individual control and autonomy, 27.36% strongly disagreed, 46.22% disagreed, 5.66% were not sure, 16.04% agreed while 4.72% strongly agreed. The above information is presented graphically below.

Table 4.7 Responses Regarding the Effect of Occupational Stress on Police Service.

Effect Rating	Strongly Disagree	Percentage	Disagree	Percentage	Not Sure	Percentage	Agree	Percentage	Strongly Agree	Percentage
	Clear work roles	26	24.53%	42	39.62%	8	7.55%	24	22.64%	6
Police culture	26	24.53%	33	31.13%	3	2.83%	35	33.02%	9	8.49%
Police work loads	42	39.62%	53	50%	3	2.83%	5	4.72%	3	2.83%
Control and Autonomy	29	27.36%	49	46.22%	6	5.66%	17	16.04%	5	4.72%

4.3.3.1 Summary of Occupational Stress and Service Delivery

The responses in respect of the third objective is that 29% strongly disagreed that occupational stress was adequately addressed in the Kenya police service, 42% disagreed, 5% were not sure, 19% agreed and 5% strongly agreed. In all the stated parameters, there was a high level of disagree. Unrealistic workloads accounted for the highest source of stress with about 90% stating that it was a common phenomena in the police service to be given ambiguous assignments which some times have unrealistic deadlines. A member of inspectorate narrates how he was expected to attend a court session and at the same time perform anti-riot command simultaneously. He attested on how he found himself on a conflict path with his seniors after abandoning the anti-riot assignments to attend the court session.

It also emerged that there is no clear autonomy and control in the performance of duties. Decisions are usually micromanaged yet one is expected to achieve results. A corporal of police attached to Kayole Police station revealed how he was ordered to take a case to a court of law

before he was through with his investigations. He was certain that the same would be acquitted because he took the case to court before covering some crucial points.

4.3.4 Influence of Management on Police service delivery.

This variable sought to address objective 4. It explored the influence of management on the normal police delivery. It addressed issues such as, Leadership styles employed in the police service, tenets of Human Resource Management applied in the service, Internal marketing of the Police service, External Marketing of the Police services and the opinions of officers as to how they impact on police service delivery. The responses as to the above parameters are tabulated in the table below.

Table 4.8 Responses Regarding the Effect of Management on Police Service.

Effect Rating	Strongly Disagree	Percentage	Disagree	Percentage	Not sure	Percentage	Agree	Percentage	Agree	Percentage
Consultation	41	38.68%	44	41.51%	6	5.66%	12	11.32%	3	2.83%
Tenets of Human Resource Management	30	28.30%	41	38.68%	18	16.98%	12	11.32%	5	4.72%
Internal Marketing	48	45.28%	36	33.96%	8	7.55%	11	10.38%	3	2.83%
External Marketing	41	38.68%	41	38.68%	8	7.55%	12	11.32%	5	4.72%

As tabulated in table 10, the parameters were largely negated. As to whether there is adequate consultation in the police service, 38.68% strongly disagreed, 41.51% disagreed, 5.66% were not sure, 11.32% agree and 2.83% strongly agreed. As to whether the tenets of Human Resource Management are strictly adhered to, 28% strongly disagreed, 39% disagreed, 17% were not sure, 11% agreed, 5% strongly agreed.

On internal Marketing, 45% strongly disagreed that it was ever done in the service, 33.96% disagreed, 7.55% were not sure, 10.38% agreed and 2.83% strongly agreed. Finally, on external Marketing 38.68% strongly disagreed, a similar percentage disagreed, 7.55% were not sure, 11.32% agreed, and 4.72% strongly agreed. This information is summarized in the graph below.

4.3.4.1 Summary of Management and Police service delivery.

This objective was disagreed upon to a high degree. 76% disagreed that there was any form of management directed towards boosting police service delivery. Only a paltry 15% acknowledged any such management takes place in the Police service. Officers interviewed felt that any form of marketing was not carried out in respect of police services. Officers mentioned some documentary which was developed in respect of police training and acknowledged that many documentaries need to be developed in respect of the police services.

Officers also raised the dormancy of the Police Public relations office. It emerged that the office only reacts to counter accusations leveled against the police services instead of the same playing a proactive role of trying to sell the police services to the customers.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, discussions, conclusions and recommendations as per the responses from the respondents. These will be in relation to how the variables being addressed impact on service delivery in the Kenya Police service. The chapter also recommends other probable areas open for research in similar or related fields.

5.2 Summary of Findings

This section shows findings arrived at in view of the research objectives. It shows findings on the influence of training, welfare occupational stress and police management as well as how they impact on Kenya police delivery.

From the training which is directed towards service delivery it should instill interactive skills to the employees, embrace modern policing trends, succeed in changing employee attitudes, utilize employees previous experiences, give room for learners views as well as inculcate technical skills to enable employees perform their duties. 61% of the respondents agree that their interactive skills in training and its through liberal studies which helps in changing employees' values and attitudes.

To the contrary, 68% of the officers felt their views are not taken into consideration during training process and equally the training appears not to take into consideration their levels of entry as shown by 52% . The officers felt that welfare is not adequate as promotion is not pegged on performance as reviewed by 85% of the respondents. Other issues in the welfare like remuneration, equipments, transport and communication which are essential for service delivery are inadequate.

Occupational stress has not been addressed in the police service as 42% of the respondents disagree and 29% strongly disagree. There are no clear work roles, control and autonomy and also police workloads are high and demanding resulting to stress of officers. The leadership style of the police is autocratic whereby 79% of the respondent felt there is no consultation and there is need for external marketing of the organization.

5.3 Discussion of findings

From the literature review, training is important to the employees throughout their career and the training should be holistic in nature where the learners' views, experiences are taken into consideration, this is not the case for Kenya police service. The respondent felt that much needed to be done in training for they have length of service which has provided them with experience which may be taken by the instructors as also found by DiBella *et al* 1996, where training plays the role of empowering the employees with new techniques and skills to empower them to conduct their business for high productivity. As realized from the literature review, welfare as a variable to service delivery entails promotion based on individual performance, explicit rules and guidelines of operations exist, remuneration should be adequate, deployment should be based on competence, there should be adequate provision of uniforms and equipments for work as well as availability of sufficient means of transport and communication. Welfare of employees is important for service delivery as found in Ransley report on the reforms of police and also as addressed by (Gregory and Gordon 1979) where they stated, 'remuneration and descent working conditions for the employees leads to better service delivery' the respondent (69%) felt that the remuneration is inadequate. 82% of the respondent felt that equipments needed for service delivery are inadequate, few vehicles and office furniture. There should be clear definition for workloads which are realistic and officers should be provided with skills for counseling due to the nature of duty for the job is high demanding with no timeframe. 63% of the respondent felt that there are no clear work roles. The above has been discussed by Dollard *et al.* 2001 in work related factors contributing to work stress as high workloads, low levels of control and supervision which leads to poor service delivery. The 75% of the respondents stated that parameters are not given consideration in the police service, with an exception of rules and regulations, all the parameters have been neglected. The rules quoted included the code of

conduct governing civil service, the police standing orders and the chapter 6 of the constitution on leadership and integrity issues.

The literature review by Dollard et al highlights the need to address occupational stress on employees if service delivery is an integral component in its objectives. There should exist a clear definition of work roles, a police culture which is supportive of the service delivery process, the workloads should be realistic and the individuals should control and show autonomy in the service delivery. With an exception of the police culture which the respondents felt that it was diffusing at a reasonable pace, the other parameters greatly contributed towards stress amongst officers. There was a general feeling that work roles assigned were largely unrealistic and lacked clear definition.

Literature review management practices directed towards service delivery should embrace leadership styles which are consultative in nature, put into practice best Human Resource Management practices, conduct both internal and external marketing of the organization involved. However, information attained in the Kenya Police Service show the above parameters have not been given the attention they truly deserve. The general feeling of the respondents was that there was no consultation in the Police service and the most common leadership style employed in the department is the autocratic style. The officers are commanded to undertake a task and there is little room to explain a different version of performing the same. On the aspect of Human Resource practices, officers were of the opinion that the tenets are ignored in the department. From the process of recruitment through the period of exiting the force, the general feeling of the officers is that their individual interests are not taken into consideration. Throughout the process, the emphasis is on attainment of the Police objective and little emphasis to individual goals. Finally, it was evident that there is little marketing to appease the police services and customers. This makes the officers to feel like they are working in an organization that is often undervalued by the customers.

5.4 Conclusions

The conclusions made in this study are that the Kenya Police Service is greatly influenced by the kind of training the Police officers undergo. The trainees' needs are not put into consideration thereby suggesting that whatever is taught at the institutions is foreign thereby being sidelined by the recipients. Secondly, the aspect of Police officers welfare has greatly been ignored. There is overconcentration of the organizations objectives at the expense of the individual employee needs as well. Thirdly, occupational stress has been left unabated. Stress has taken a toll on the officers and the same has been manifested by the services rendered to the citizens. Finally, the concept of Management is still foreign in the police department. Kenya police service still remains pegged on bureaucratic principles thereby hindering any initiative on the side of individual police officers. The gender issue in the police service has been ignored for a number of years until 2004 when the recruitment number was increased due to the fact that women were only employed as women structures.

5.5 Recommendations

Based on the research findings and the conclusions arrived at, the following recommendations were arrived at.

1. Police training need to be addressed holistically. The training curriculum needs to be closely monitored with a view to establishing the gaps that exist between the theoretical aspect of training and the practical aspects. This should identify any existing gaps on service delivery. This should be done by a body which will be dealing with training and examinations as recommended by Ransley report
2. Police welfare approach need to be expanded to factor in both the individual officers' interests and at the same time the organizations needs. Officers welfare can take the form of improved housing, improved pay, provision of transport and airtime to enhance communication whenever need arises. The government should take action on the welfare.

3. Officers should undergo training on guidance and counseling to be able to cope with enormous occupational stress that they frequently find themselves in. This can be greatly boosted if the government employed and posted counselors in every police division. This would make the counseling services accessible to the officers.

4. Police managers should be taken through management courses to enable them employ the best Management practices. Courses such as Strategic Management, Human Resource Management would greatly address the management shortfalls being witnessed in the police services thereby boosting the service delivery process. The Government to increase on funding to train officers.

5. There is need to have a rigorous marketing strategy to endear the police services to the public at large. This will be a major step towards boosting the morale of the police officers who in return feel appreciated by the society.

6. There is urgent need to make the police services autonomous. The link that exists between the politicians and the police service does not augur well with the service delivery. Politicians are seen to compel the police officers to make popular decisions which in most cases are not legal.

7. The Police population needs to be increased three fold by the Government. An increased police population subsequently implies that the amount of work load to individual police officer is realistic and this minimizes instances of overworking.

8. There is equally an urgent need to inculcate a culture into the police service which embraces change management. The current colonial attitude which is characteristic of the Kenya Police Service is detrimental to quality service delivery.

9. The government needs to address the shortage of equipments used by the Police service. Adequate and modern equipments need to be availed to the police department which will boost the morale as well as make service delivery efficient.

10. The Kenya Government need to partner with the advanced countries in the field of policing like Sweden, Turkey, United States with a view to having exchange programs for the Police officers and that way they are able to embrace the modern trends in the field of policing.

5.5 Further Research

Based on the researchers findings, the need to conduct research which would specifically look into the disconnect that exists between the theoretical police training and the practical aspects of service delivery is recommended.

Secondly, there is need to carry out a research on the impact of the bureaucratic structure of the police force and the effect it has on police service delivery.

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Appendices;

Appendix 1; Questionnaire for members of inspectorate and below

This questionnaire is being administered to investigate the factors affecting delivery of Services in the Kenya Police Service. Please answer the questions freely. The information you provide will be treated with utmost confidentiality and will only be used for research purposes by the researcher herself.

1. What is your gender?

- Male Female

2. How long have you been in the force?

- Under 5 years
 6-10 years
 11-15 years
 Over 15 years

3. What is your rank?

- Constable
 Non-Commissioned Officer
 Inspectorate

4. What is your highest level of Education?

- Primary Level
 Secondary Level
 Bachelors Degree

Others; (please specify).....

Part 1; Training

Please indicate the extent to which you either **AGREE** or **DISAGREE** with each of the statements by selecting one category that mostly corresponds to your desired response.

The Police training;	Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
1. Police training instills interactive skills.					
2. Imparts relevant Knowledge to cope with modern policing trends.					
3. Offers a basis of changing Police officers' Attitudes.					
4. Takes into consideration Trainees' experiences.					
5. Takes into consideration learners' views.					
6. Police Training offers operational and technical Skills.					
7. Police training encompasses a wide range of training methods.					
8. The training process if fully followed i.e. Training needs, curricula, evaluation, monitoring and evaluation.					

Part 2; Welfare

	Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
1. Police promotion is based on individual performance.					
2. There are clear rules and guidelines governing operations					
3. The Police remuneration is adequate					
4. Police deployment is based on competence in a particular field.					
5. There is adequate provision of uniforms and equipments					
6. There is sufficient transport and communication adequate for Police work					

Part 3; Occupational Stress

	Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
1. Police individual work roles are clearly defined.					
2. The police culture supports service delivery					
3. Police workloads are measurable and realistic					
4. There is control and autonomy in the performance of duties.					

Part 4; Management

	Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
1. Consultative style of leadership is employed in the police service.					
2. Tenets of Human Resource are Management applied in the Police service.					
3. There is Internal marketing in the Police service					
4. There is adequate external Marketing of the Police services.					

Question 2

a). In your opinion, how would you rate the services offered by the police department

- Satisfactory**
- Very good**
- Good**
- Poor**

- Very poor**

b) Explain your answer above.....

.....

.....

c) Give a suggestion on ways of improving the services offered by police department.....

.....

.....

.....

Appendix 2; Senior Officers Interview Schedule

This interview schedule is to be administered to the Police Gazzeted ranks. To be targeted for this interview schedules are the Superintendent of Police and above who are regarded to as senior managers in the force.

The information you provide shall be treated with confidence and shall not be used for any other purpose other than for this research.

1. What is your gender?

- Male Female

2. How long have you been in the force?

- Under 5 years
 6-10 years
 11-15 years
 Over 15 years

3. What is your rank?

- Superintendent of Police
 Senior Superintendent of Police
 Assistant/ Deputy Commissioner

4. What is your highest level of Education?

- Primary Level
 Secondary Level
 Bachelors Degree

Other; (please specify).....

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1. Approximately how many Police officers are under your command?.....
.....
.....

2. How many Customer complaints do you receive in week?.....
.....

3. Are these complaints from internal or external customers?.....
.....

4. Which is the rank that creates much external customer complains?

5. How do you address the complaints received at your desk?

6. How do you address issues (if any) that are raised by the officers regarding their deficiencies?
.....
.....
.....

6. a)What major challenges do you face in the process of providing CUSTOMER CARE?
.....
.....
.....

b) How do you address the challenges above? (if any)
.....
.....
.....

7. Would you recommend any changes to the Customer service approach of the Kenya police?

Yes No

8. If yes, what changes would you want addressed to effectively provide customer service

Thank you.