PERCEIVED FACTORS INFLUENCING SERVICE DELIVERY BY THE KENYA POLICE SERVICE OFFICERS IN NAIROBI COUNTY, KENYA.

BY

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A Research Report Submitted in Partial Fulfillment of the Requirement for the Award of Master of Arts Degree in Project Planning and Management of 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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This research report has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This report is dedicated to my father, Mr. Joseph Oreje, mother Mrs. Rispa Oreje sisters, Scholastica Oreje and Maureen Oreje, my brother Tom Oreje, my daughter Natalie Oreje and my niece Hazel Oreje.

ACKNOWLEDGEMENT

ABSTRACT

This study was intended to establish perceived factors influencing the manner in which clients, the police and the public access and use the Kenya Police services in Nairobi County. In this regard, there was encouraged to study on the service delivery in the Police Service on the premise that today service delivery by police organizations is unsatisfactory. The public has complained time and again over the same while giving their reasons. The police department and officers have an opportunity to give their views as to why they can't deliver their services satisfactorily in today's complex and competitive society. Therefore, organizations are making great efforts to offer customer care services to achieve competitive advantage. This study focused on the police officers within Nairobi County. The study was directed by the supposition that there has been unrivalled criticism on the actions of the Kenya Police Service despite the enormous time devoted for the improvement of this organization. This study was executed in Nairobi amid Kenya Police Service personnel performing in police stations. In recognizing that there exist various reasons that influence the way the police work, this study looked into human resource management practices, level of education, the number of personnel, planning and professionalism in the organization and their influence on client satisfaction . Probability and non-probability sampling methods were used to acquire comprehensive quantitative data for the whole study. Obtained data using close ended questionnaires coupled with open ended questionnaires gave the responders an opportunity to air their contentions. Descriptive data analysis was used in the study. Participants in the study were drawn from Central, Lang'ata, Gigiri, Makadara, Kasarani, Karen, Starehe Police Divisions and Nairobi county police headquarters. The total number of respondents in the study amounted to 460 officers. And the total number of civilians interviewed was 80 people. Human resource management department being an integral part of every organization was seen to be under performing in the Kenya police service department. Most of the officers complained of inadequate salary, lack of promotion or biased promotion and transfers, most equally complained of lack of motivation to make them better their work, as well as lack of faith in their leadership who seems not to consult them in crucial decision making. Higher education being a means to professional policing, Bond, (2014), should not be a replacement to street experience. However, higher level of education combined with street experience produces an all-round officer who is very much capable of writing complete and good reports. They are able to communicate better and have better overall job performance. Highly educated officer also get faster promotions than their counter parts that have considerable lower education levels. The number of officer in any organization should improve service delivery. This is so since it would reduce fatigue and time spent of the job. The study deduced that the Nairobi county police command should increase the number of officers because of the high demand of the police services when compared with the population. The officers complained of bias in the allocation and rotation on duties. They also complained of working long hours and that brought strain and fatigue. There's hardly any form of police planning, most of the planning was done as a reactionary measure towards an incident. Police officers complained of not being consulted on the issues affecting them. They lamented of poor housing conditions as well as congestion in their quarters. They cried that they have inferior equipment and technology in fighting crime and offering customer care services, but no one has ever implemented such. In as much as the police officers believed that they are professional, they concurred that refresher courses are necessary for officers to sharpen their skills in policing. Division was noticed on the creation of the independent policing oversight bodies and the functions of the same body. Generally the police want to be independent and at the same time

find a trusted avenue for seeking redress against their superiors. Civilians decried that police officers were harsh, inefficient and lack customer care qualities. Most wanted the police to improve of their technology and efficiency. The higher level managers i.e. the Gazzetted officers concluded that the way for improving customer service was to increase the number of police posts that are accessible to the populace. To conclude, this study will help the Kenya Police Service personnel and policy makers to undergo proper customer service mechanisms and tactics in their area of work, which may, therefore, improve the entire performance of the Kenya police service and make a cordial relationship among members and with the public.

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LIST OF ABBREVIATIONS AND ACCRONYMS

A.I.G	-	Assistant Inspector General
C.I	-	Chief Inspector
C.I.D	-	Criminal Investigation Department
G.O.K	-	Government of Kenya
G.O	-	Gazzetted Officer
G.S.U	-	General Service Unit
HRM	-	Human Resource Management
I.B.E.A	-	Imperial British East Africa
I.G	-	Inspector General
N.C.Os	-	Non Commissioned officers
OCPD	-	Officer Commanding Police Division
P.C	-	Police Constable
S.P	-	Superintendent of police
S.S.O	-	Service Standing Orders
S.S.P	-	Senior Superintendent of Police
VDS	-	Vision Delivery Secretariat

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study.

Maintaining a clear focus towards the public has been demanding in a domain that is characterized by financial crisis and pressure for austerity measures. However, without thoroughly showing interest to what the public needs and considers important, and how they hand in hand to the contemporary services, it will be unfeasible to develop services for the future that conform to their lives, and develop the capacities they need to achieve their aspirations, (Buddery & Kippin 2010).

Fascination in sentiments on the police emerged in the 1960s due to urban unrest, (Bayley & Mendelsohn, 1969; Brandl, Frank, Worden, & Bynum, 1994). The human rights lobby and antiviolence dissents exposed the uncomfortable association that prevailed linking the police and the society in a number of groups. Throughout the following decades, occasional incidents of violence had cast back the insistent form of this muddle. Many city residents were affected by events of friction and pressure in the period of the1970s (Institute for the Study of Labor and Economic Crisis, 1975) and into the 1990s. For instance, upheaval stretched across Miami after the 1989 deadly shooting an African American motorcyclist (Lersch, 2001); in 1992, indistinguishable complications took place in Los Angeles as a result of the discharges of the four officers charged with assaulting Rodney King (Jesilow, Meyer, & Namazzi, 1995). In the late 1990s, the New York City Police Department was earmarked by demonstrations following the abuse of Abner Louima and the shooting of Amadou Diallo. These fresh events underscored the truth that the police can only keep harmony and render fruitful services when they relish the society's brace and acceptance. The arrival of community policing strengthened the significance of the society's assistance and positions regarding the police in shaping the result of police attempts to offer services.

The Kenya Vision 2030 Delivery Secretariat had established that strategic attempts to reshape the nation's internal security were going on with some landmarks successfully brought about. As stated by a sector assessment note by the VDS on the security sector, acting VDS Director General Prof Wainaina Gituro observed that the government had in previous months plowed back into the furnishing of security corresponding framework leading to assuring the nation and

investors, Vision 2030 Delivery Secretariat (2014). The VDS additionally restated this resolution that: "The government will diversify, furnish and streamline the security organizations to ensure that every Kenyan is certain of their protection and their belongings…The remuneration and terms of service for security officers will also be refined. Support to community policing will be enhanced and the installation of new security technology such as the CTV cameras will also be ensured, (National Police Service 2013 -2018 Strategic Plan).

A very large number of progressive security plans have been managed like the leasing of police vehicles, recruiting more officers and vetting of police officers. These will improve the growth in the country and the confidence of the investors as outlined in the nation's Vision 2030 master plan. The VDS identified the on-going Kes.67 billion police service performance monitoring and betterment investment projects by the government as an advancement move that was to allow future wellbeing to economic security, revitalizing investments, escalated progress and in succession generating employment, (Vision 2030 Delivery Secretariat, 2014).

Mboroki, (2012) observed that research on service delivering organizations had improved proportionately. Specifically, scholarly and professionals alike have shown substantial pursuit in the matters that encompass the monitoring of provision of services. Research has been done to examine their service standard, and agency efficacy from the point of view of the agency's external customers (Lee et al., 2000). Very little has been brought forward concerning organizational usefulness from the perspective of internal customer fulfillment, but some researches are still accessible (Kang et al., 2002). Evaluating both the internal and the external situations is important since an external-customer consolation needs internal structures that conform with external client requirements, incorporating each internal subsystem that are useful to other networks in the agency, (Gilbert, 2000).

The Kenya Police has its creation in the period of 1887 – 1902, finding its roots on the Imperial British East Africa (I.B.E.A.) Company, and a businessman Sir William McKinnon, who in the view of his interest saw it important to offer sort of security for his businesses along the coastline within the borders of Kenya. It is from these roots that the idea of forming a police service was established in the town of Mombasa. Predominantly, police functions concentrated on safety of the interests of the I.B.E.A. Company in which the security agents were predominantly of Indian

origin with some workforce of being Africans who were known as 'Askaris". During those initial beginnings of the small police force, its responsibilities were little, (Kenya Police Service, 2017).

The building of the Kenya - Uganda Railway offered the expansion of this emerging police towards the main land from the coast. By 1902 there was police service formations at Mombasa, Nairobi and Kisumu aimed at providing security for the railways holdings and materials as well as the workforce that was building the railways. The importance was that peace, law and order had to be achieved despite the fact that the persons recruited then had little training. The laws in force were from India including the Indian Criminal Procedure Code, the Indian Evidence Act and Police decree. It is observable that until 1907, the Kenya Police was formed along military commands and the training was military in model. In 1906, the Kenya Police was legally formed by a Police act, (Kenya Police Service, 2017)

The establishment of the National Police Service, (2010) and National Police Service Act, (2011), as per the Constitution of Kenya whose function is aiding the society when in need, preservation of law and order, keeping peace, protection of life and belongings, inquiry of offences, prevention and identification of offences, apprehension of wrongdoers and exacting of all laws and directives with which it is charged. The police station is the backbone for service delivery.

Gakure, Kiraithe & Susan, et al (2012), states that an analysis of the security environment in Kenya disclosed several institutional stipulations that permit a thorough study on performance with a view to enhancing customer satisfaction and performance in general. In order to compliment government attempts in providing security and peace activities, private sectors and NGOs have taken a more active role. These comprise private sector enterprises, civil society and faith- based organizations who are advocating for peace, tranquility and harmony as the order of the day as can be embraced through the national anthem-„may we dwell in unity, peace and liberty....‟‟ However, despite government attempts to modernize the police service, criminal exploits have been on the growth and it is projected the condition could get nasty unless performance in the security organs advance. At the center of such productivity enhancement is officers' motivation, (Lord, 2004).

Gakure, Kiraithe and Susan, et al (2012), citing Edvardsson, (2005), services required for customer satisfaction involves a correlation of anticipations with the ability to offer the services.

Service is seen as actions executed by an organization that is directed at making value, that encompasses particular services or economic ventures, output to clients as well as other agency actions that are in tandem with the value making processes akin to leadership and management techniques, layout of engagements, customer association maneuvers, etc. and not services as market contributions alone.

The government of Kenya, in the year 2009, created a task force headed by Judge (Rtd) Phillip Ransley to come up with proposals to improve service delivery as well as police – public relations which culminated to police reforms. Among the proposals were to improve on police remunerations, improve the housing standards, enacting laws for civilian oversight and the creation of one overall commander, that's the Inspector General of the police. These proposals were under the police reform agenda and they are still crucial in restoring public confidence in the Kenya Police Service as well as improving service delivery by the police, Ndungu, (2011).

1.2.Statement of the problem.

This research sought to establish the perceived factors that have influenced service delivery in the Kenya Police Service. It is important to find out how various factors as experienced by the police officers impact on service delivery, Susan, Were and Gakure, et al. (2012). As the role of the police and the progress towards community policing becomes more complex, also, police work and police agency has grown to be more sophisticated and has shown the significance of recruiting and retaining highly qualified workforce, Roberg and Kuykendall, (1997). Policing is nowadays complex as opposed to the simplicity view of before, Goldstein, (1977); and the roles of police officers in the contemporary society are extremely important and sophisticated, Carter and Sapp, (1990).

According to Independent Policing Authority (2013) the following are some of the study findings that indicate the extent to which Kenya Police Service has failed in its service delivery to the public. They range from assault to police misconduct among others.

Therefore, factors such as human resource management practices, education level, planning, number of personnel per command and professionalism of the officers were identified as variables perceived to be influencing service delivery among the Kenya police service officers.

1.3.Purpose of the study.

This report sought to examine the perceived factors influencing the delivery of services among the Kenya Police personnel in Nairobi County. This study gives and insightful information of the challenges met by the police in their line of duty and how they propose a mitigation plan. The report can be adopted by the Kenya Police Service department so that they can address the points brought out by the officers so that it can improve on their service delivery. This will in turn improve their image to the public hence addressing the short falls in policing ad the police-public relations.

1.4. Objectives of the study.
   i.   To identify how human resource management practices influence service delivery in the Kenya Police Service, Nairobi County.
  ii.   To assess the influence of the level of education of an officer on service delivery in the Kenya Police Service, Nairobi County.
 iii.   To determine the influence of the number of officers per command on service delivery by Kenya police officers within Nairobi County.
  iv.   To establish how police planning influence service delivery within the Kenya Police Service, Nairobi County.
   v.   To determine the influence of professionalism of Kenya police officers on service delivery within Nairobi County.

1.5. Research questions.
   i.   How do human resource management practices influence service delivery in the Kenya police service, Nairobi County?
  ii.   What is the influence of the level of education of police officers on service delivery in the Kenya Police Service within Nairobi County?
 iii.   How does the number of officers per command influence service deliver in the Kenya police service within Nairobi County?
  iv.   How do police planning influence service delivery in the Kenya Police Service within Nairobi County?
   v.   Is there a significant influence of professionalism of the police officers on service delivery within Nairobi County?

1.6. Significance of the study

It was worth undertaking this study since it sought to shed more light and add more knowledge to the already existing related studies on police. Many clients of the police, stakeholders and the general public have complained of the police brutality, harshness, disregard to the human rights, disservice and lack of professionalism from the personnel. Therefore, this research gave insightful information that can be used to address the shortfalls that were discovered.

This study will also help the Kenya Police Service personnel and policy makers to undergo proper customer service training and make strategic changes in their area of work, which may, therefore, improve the general approach that the Kenya police service needs in order to have a cordial relationship with the public.

The Kenya Police Service has been assigned with the provision of internal security; there is need for thorough study for future practical approaches to its reforms in relation to service delivery. The men and women in this service need to be furnished with all the understanding necessary in relation to their work so that they be the responsible custodians of peace, human rights and security. The society, as a whole, will also be made aware of the challenges faced by the police and how they can help in aspects such as community policing and being confidential informants among other services.

1.7. Delimitation of the study

The study was done within the county of Nairobi 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 acknowledged that there are many factors that influence service delivery in organizations. From the literature review and general observation, human resource management practices, planning, number of personnel and professionalism were selected as variables of the study.

The study also involved only the Kenya Police Service personnel and especially those in the general duty commonly known as regular police. The reason being that the general duty (GD) police officers frequently interact with the members of the public ranging from those making

reports, conducting investigations, are involved in patrols, making arrests and preventing crime as well as riot control among others. This makes them to interact with the public more frequently than officers in other formations like the CID and the GSU. Moreover, they are stationed in different commands that make it easier to sample them and collect data.

1.8. Limitations of the study.

The shortcomings of time and finance dictated that the scope of the research be restricted to Nairobi area. It is also important to note that Nairobi County is a very busy command for police work. The Kenya Police Service is organized in formations and county commands. The county command is further divided into police divisions, stations, police post and even police patrol bases. Logically, it is impossible to undertake a research in the whole country conveniently.

The study foretold definite problems that may have affected its judgment; in such, the researcher ensured that such limitations were minimized. In every possible scenario, people and the police would want to see what they want to see or hear that which they want to hear when the information being passed is damaging to their careers, status in the society and self-image. In a scenario like this, it is difficult to get the correct information from the officers who see some members of the public as a nuisance and civilians who perceive police officers as harsh and insensitive. The possibility of police officers who would try to justify why phenomena are the way they are was anticipated in this study. Respondents might not be willing to admit and be regretful of unwanted ideas and emotions.

1.9.Assumptions of the study.

The basic assumption was that the Nairobi county police command sample represented the population of the police to be studied. The data collection instrument was valid and was computing the desired data. The targeted personnel responded to questions accurately and honestly.

1.10. Definition of significant terms.

Perceived factors- the factors that influence perception of an individual.

Perception of Kenya police officers- the way the Kenya police are regarding, understanding, or interpreting service delivery.

Police planning- a formal plan for police or military, their organizations and units to conduct operations, as drawn up by commanders within the operation zones.

1.11. Organization of the study.

Chapter one sought to give an overview of urgent need to have a research conducted geared towards investigating the perceived factors influencing service delivery by Kenya Police Officers.

Among the identified factors include: The police human resources and management that entail remuneration, training and promotion among others. Moreover, a large section of police officers have served and retired when they are still police constables, that's after 30-40 years in service. The level of education of an officer determines the depth at which the officer can express himself/ herself and the extent to which he/ she can engage any client or member of the public without feeling of low self-esteem. Number of personnel per police station determined the distribution of each section to a location for security coverage. The professionalism of the officers involved, the way they act and react to any situation and strategies they employ to tackle it. Planning involved in police operations are equally not very efficient. Procurement of motor vehicles, servicing of the same, rations for the officers in operation and the slow response that backup teams offer are very discouraging.

Chapter two is on literature on service delivery and its application to the police. Motivation theory was adopted in this study and majored on Abraham Maslow's hierarchy of human needs and Herzberg's two factor theory. In the hierarchy of human needs, the basic needs consisting of physiological and safety needs are to be fulfilled first before advancing to the psychological needs of belongingness and esteems needs before finally reaching self-actualization. Herzberg's two - factor theory looks in to the work environment where motivators give positive satisfaction and hygiene factors that if present do not motivate, but when present do demotivate.

Chapter three is on research methodology. The target population was Nairobi county police command with a population of 4,593 officers, Kenya Police service personnel data (2016). A sample of 460 personnel was selected for the study. Also, 80 civilians were also selected for this study. The rank breakdown for the target population of the officer was; Gazzetted officers that comprised the AIG,CP,SSP,SP,ASP, members of inspectorate that comprised C.Is and the I.Ps, the NCOs that comprised the S.Sgt., SGT and the CPLs and finally the police constables. The research instruments used are questionnaires and interview schedules.

Chapter four is on data analysis, presentation ad interpretation. The general information of the respondents was organized in terms of rank, gender, period of service and level of education. The quantitative data analysis was descriptive and was presented as per the objectives of the study and the interpretation given. The content analysis was used to classify words and text with the same meaning as one for the purpose of qualitative data.

Chapter five is on summary of findings, discussions, conclusions and recommendations. The summaries are made as per the findings in the data analysis following each objective. The discussions brought out the major issues underlining perceived factors influencing service delivery by the Kenya police service as well as the recommendations and further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction.

The function of the literature evaluation was to lay the theoretical framework for the subject of study and the examination of the applicable literature and other authorities. The assessment explored the issues of service delivery; it also gave essential information on the perceived factors influencing service delivery by Kenya police officers.

2.2. The concept of service delivery.

Service quality delivery is an expression that outlines a correlation of anticipations with production within an organization. An organization that is second to none in service quality will meet the customer expectation while remaining economically viable. Better service quality increases economic competitiveness. This is attained by grasping and making the operational processes better; noting problems efficiently and methodically; initiating reasonable and dependable service production match ups and computing customer contentment and other productive results, Mboroki, (2012).

The aggressiveness of service businesses is dependent, at least, partly on the matters of plan and layout of the service delivery structure in which the service notion, and the value idea innate is given to earmarked clients, (Frei and Harker, 1999; Johnston and Clark, 2005; Verma et al., 2002).

Mboroki, (2012) further says the expectation of service by a customer is bent on factors that include personal needs, past experiences and recommendations by others. A gap is created when the service expected and ad the result of the service perceived is not equal. Determinants of service delivery include tangibles (material proof of the service, for example, the impression created by the physical facilities, the instruments and the apparatus used to deliver the service; the image of the work force and the conveyance stuff and the existence of the consumers in the service futility); reliability responsiveness and service guarantee and compassion.

2.3. Factors influencing service delivery.

The following factors were critically reviewed in order to bring out the factors influencing the perception of police officers on service delivery. Such factors include; human resource management, level of education, the number of personnel, planning and professionalism (ethics and integrity),

2.4. Human resource management practices and service delivery.

Human resource management (HRM) is a role in agencies molded to boost personnel productivity in service of the firm's calculated goals, (Johnason, 2009). HRM is mainly focused on the management of personnel within organizations, concentrating mainly on strategy and systems, (Collings, and Wood, 2009). The function of HRM department in an organization include designing employee benefit scheme, recruitment of the employees, and developing performance and rewarding schemes like pay and benefits systems, (Paauwe and Boon, 2009). HRM is also involved in organizational revamp and relations and the stabilizing organizational procedures with demands coming from collective bargaining and from governmental regulations, (Klerck, 2009).

Organizations be it government, business or educational generally form social systems. These organizations are run by the people. The way these organizations work depends on the industrious nature of the people. The entire workforce is made up of the human resources. The function of the Human Resource Management involves spotting, choosing, inducing the suitable personnel, impacting the necessary skills to them, facilitating and overseeing them to perform at high level of efficiency and providing the ground to ensure that they sustain their connection with their organization, (Mahapatro, 2010).

Police department is not left behind in the HRM practices as it provides unswerving services to the population and is mandated to protect members of the society. Good leadership in the police coupled with well trained personnel, competent and motivated workforce will improved the current work culture. Mahapatro, (2010) identified the areas covered in human resource management in the police department by the researcher such as:-

2.4.1. Motivation and Incentive and service delivery.

Clark, Condly and Stolovitch, (2002); revealed that work performance can significantly be increased when properly chosen and regulated material incentives such as cash and awards are given. When material incentives are thoroughly selected, executed, and followed trough, they escalate motivated job productivity on an average of 22%. Material motivations can remarkably increase an individual's inherent interest in motivated work duties. This research has now refuted previous claims that material motivations caused unintentional decrease in the inherent value for work duties.

Singh, (2015) citing Mukhopadhyay, observed that the important aspect in an organization that influences the motivation, feelings, behavior and the productivity of the workforce is the work culture. It changes over quite some time. However, the philosophy of the top brass and the change in the organization's management can equally change the work culture. It provides a different identity to the agency as contrasted to other organizations via traditions and habits. Goals and targets are the objectives that the organization's culture depends on for future productivity. These help the employees to focus their attention on objects of significant value to the organization, prompt better groundwork for the allotment of vital resources such as time, energy and money. It is a process that provides motivation.

Low self-esteem has been cited as a problem in the police service. Deliberate attempts are made to reduce the morale and make the police less professional. Morale of the police can be increased when the leaders create good relations and providing an opportunity for career advancement. The officer's job in the department of the police is to figure out employee's compelling reasons and needs and to direct their actions to motivate them towards job performance.

Singh, (2015) citing Chaudhary observed that in the fluid and demanding environment in the era of economic empowerment and globalization, the only way to achieve performance in the police department is when the manpower is truly motivated by the organization and committed. Singh, (2015) further stated that after selection and training of the employees, it is important that the organization motivates its employees so that they can be satisfied with their jobs. Motivation is the emotion that compels employees to perform well in work. While motivation dictates the extent to which the worker will do the job properly, ability and skill determine whether a worker can do the job. In as much as it is difficult to test the relationship between motivation and

performance, psychology informs us that increased worker motivation brings about increased job performance. Police constables are the highest in number, and they are treated as if they are unskilled laborers and almost 80 percent of them retire without any promotion after serving the police service for almost 35 years.

2.4.2 Recruitment and selection and service delivery.

Kabia, (2013.), asserts that The social environment in Kenya has undergone such great transformations that the Kenya police organization has to reconsider the sourcing of recruits and the training curriculum that they have to go through before they are entrusted with the responsibility of providing security to the citizens. Recruitments must be based on merit as per the laid down academic, character and physical requirements .The process must be free of politicization, favoritism and patronage.

He further says that in the 1970s personnel standards in American policing were nonexistence, officers recruited mainly because of political connections, and intelligence, health and a criminal record were not considered during the recruitment. The enlisted officers were given a badge, a baton and a copy of police standing orders and were ordered to go on patrol duties. A police academy had been established in 1988 but only lasted a few years. New York police academy found out in 1913, that notes were given and all recruits automatically graduated, (Walker, 1977). Textbook on police administration first appeared in 1909 (Fuld, 1971). Police officers could be fired at will there was no job security in some cases almost an entire force was relieved off duty after election.

In the Recruitment of recruit constables in Kenya, Kabia, (2013) observed that in order to enhance accountability, transparency and fairness in police recruitment, a recruitment guidelines had been developed that was used in the first recruitment by both Police Services under the Police Reforms. The key areas addressed in the guidelines included single-day joint recruitment into both Police Services, raising of the minimum entry requirement to KCSE grade C, Joint Recruitment Committees which included non-police persons as well as the introduction of independent observers and the participation of the public.

There was also emphasis on compliance with the 30% gender requirement as well as 10% University graduate inclusion. Candidates must pass the aptitude test and fulfill the following requirements:-Be between the ages of 18 and 28 years for KCSE holders but up to 30 years for university graduates. A candidate above 30 years may be recruited if they possess specialized skills that the police service may require. Height 5'6" for men and 5'3" for women, be medically and physically fit, must have good vision and has no criminal record, (G.O.K, 2011).

The recruitment committees were constituted at two levels; National Recruitment Committee (NRC) with six members and the District Recruitment Committees (DRCs) with the District Commissioner as the chair. An observer was also appointed from various sectors and the responsibilities of the (NRCs) and the (DRCs) were clearly spelt out. The recruitment process and the guidelines for the conduct of the recruitment exercise were clearly outlined, (Kabia, 2013).

2.4.3 Training and service delivery.

Armstrong, (2012), describes training as result oriented actions that need to be outlined and implemented in a manner that is suitable and proper. The training to be effective, proper and conducive learning climate is necessary (Lynton and Pareek, 2008). The government's aim is the creation of a peaceful environment to foster social political and economic development for the well-being of the citizens. To achieve these goals an efficient and well trained security network must be placed to ensure adequate training, (Kabia, 2013).

According to Kabia, (2013), the policing in the USA was subjected to a considerable change in the twentieth century. Change was driven by two forces; a movement to establish professionalism and the modernization of the police especially in terms of communication technology in the police work and the police administration. The leading proponents of professionalism drive were Richard Sylvester and August Vollmer. Sylvester was superintendent of the District of Columbia police from 1898 to 1915 and President of the International Association of Chiefs of Police (IACP) from 1901 to 1915. He made the IACP the national voice of police reform.

He further writes that Vollmer was Chief of police in Berkeley, California from 1903 to 1932 and is often regarded as the father of professionalism. He developed the concept of modern police administration and was a vigorous advocate for advancement of police officers in education. He recruited university graduates in Berkeley and arranged the first graduate level police science course at the University of California in 1916. Vollmer was the author of the 1931 Wickersham Commission Report on the police and instructed several recruits who went on to become reform police chiefs. His most important protégé was O.W Wilson who eventually replaced him as the leading authority on modern police management, (Carte et al, 1975).

The Gore committee created a major landmark in police training upon its establishment. The Gore Committee recommended a refresher course for those officers who have completed more than seven years of service. This course was to be utilized to spot talent those bright and promising constables who could do well in special tasks. The recommendations also incorporated attaching the constable for their practical indoctrination of small police station under competent and well behaved inspector known for their efficiency and integrity. Inspectorate training is equally important as they occupy authoritative position in the police origination. As the officer in-charge of the police station, he is answerable for all the police action, prevention of flawed behavior and administration in his own jurisdiction. Training, especially to recruits and the lower ranks police personnel should be both relevant and must receive proper attention, (Singh, 2015).

2.4.4 Transfers and promotions and service delivery.

A Policy to govern transfers within the National Police Service should be developed to address persistent complaints related to transfers, (Kabia, 2013). Transfer of all ranks will be affected by the Inspector General. Officers shall be transferred only when he or she has served, at least, three years in the area. However the Inspector General may use his discretion to effect transfers from time to time, (Police, 2009).

The provisions of Cap 23 service standing orders are not followed to the letter. There is little consideration to professionalism, skills and gender. This has seen skilled officers being deployed to offices of stations where their skills are not utilized, while individuals lacking in such skills are entrusted with duties they are not trained in. It is true that every police officer is equipped

with the basic knowledge to perform police duties, it is also worthwhile to take into account the professionalism and skills acquired through training and experience, (Kabia, 2013).

Kabia, (2013) added that the Task Force observed that while the Kenya Police Standing Orders and the Civil Service Code of Regulations govern the transfer of police officers, the manner in which transfers were effected was in some cases disruptive and punitive. Cases were reported by junior officers that they were not allowed to work near their spouses while the same restriction did not apply to senior officers. Female officers married to civilians also complained of discrimination on request for transfer to join their spouses. In other cases, transfer allowance was not paid and transport to new Stations was not provided. As at June 2009, unpaid transfer allowances in both Services had accumulated to Ksh. 311 million, (Naikuni, 2012).

Singh, (2015) in his study of Haryana Police Academy, Madhuban (HPA), observed that HPA organizes promotional courses and about 50 specialized courses every year. prison officers, judicial officers and the administrative officers also received organized training form the academy other than the police officers only.

However, promotion of the Kenya police personnel has raised concerns because of lack of integrity in the process, (Kabia, 2013). Another observation was made that there was no clear job description for the too many ranks in the Kenya police service. This resulted into demoralized personnel in the service that had so many senior officers who had no offices. A recommendation was made for the formation of a reward scheme to reward outstanding police officers, (Ransley, 2009).

2.5. Level of education and service delivery.

Bond, (2014), how education impacts police performance observed that preferable professional policing to occur, higher education was the only way. Previous studies indicate that police personnel who have pursued and earned college degree display preferable overall job performance and productivity and have ample chance for advancement than their counterparts without a university degree.

Rydberg. J and Terrill. W. Michigan State University proved that officers who are highly educated, for example, having a university degree would prefer not to use coercion as the first

alternative in order to achieve submission. The research equally proved that better educated officers show higher levels of strategy and problem-solving skills.

In spite of all the study findings and the advantages, the police department and the personnel are still sluggish in conforming to the benefits of higher education levels as a requirement for all officers. Just some radical and liberal organizations have initiated educational necessities for police officers in spite of the proof, and these organizations have indicated that their pool of police candidates are finer, improved expertise, powerful community connections, and impartial problem-solving ability, Bond, (2014).

The studies shown that street experience shouldn't be replaced by education, they did, however, uncover that better educated officers can foreseeably formulate preferable resolutions when confronted with problems. The research stipulated that schooling has the hereinafter merits on an officers' abilities and productivity; better behavioral and performance characteristics, better equipped with impartial decision-making and rapport building, better equipped at expressing their thoughts, greater knack for progressive thinking, improved fitting in, fewer on-the-job hazards, more geared towards the use of technology, improved budget making abilities, enhanced budget management skills, fewer departmental disciplinary actions and internal investigations, less likely to be involved in unprofessional behavior, less likely to use coercion as the first response, better report writing skills and exhibit maturity for age.

Bond, (2014), further added that educated officers are resourceful, showed leadership skills, less use of sick offs, greater acceptance of different cultures, decrease in discrimination, dictatorship, stringency and traditionalism. Better communication skills, fewer complaints against them, advocating for better dreams, better suited for embracing criticism on job productivity, enhancement for equality in recruitment, enlightened self-advancement and better suited to retirement and seeking greener pastures.

2.6. Number of personnel and service delivery.

The operational capacity of any organization depends on the human resource factor and how well they are facilitated to carry out their obligations in terms of technological support. The technological support will entail the basic equipment's that enable the organization to meet its goals (Police, 2004).

An evaluation of the current human resource factor in the Kenya police reveal that police establishment, compared to the country's population does not relate positively in as far as policing is concerned. There is a notable short fall to meet the recommended international ratio of 1:450, Kabia, (2013).

In June 2004, a report was published that indicated that merely 6.2% of police are women, and merely 4 women were deployed as OCPDs in spite women outnumbering men in the general population. Political interference and corruption made the 2005 recruitment that was aimed at increasing the number of women to flop. The fewer number of officers indicate critical understaffing in some areas. In November 2003, for example, the deficit in the Rift Valley area was 7 members of inspectorate, and 64 NCOs and Police Constables. Lack of reliable and recommended transport and communication settings especially in the rural areas makes it difficult for the local police to respond to crime and incident report even if there is sufficient number of officers, (Kenya Human Rights Commission, 2006).

To explain the staffing scenario that police organizations visage and how the need for fresh recruits and the difficulties in personnel planning, Wilson et al. (2011) proposed "a bucket metaphor". The demand for police officers, in this analogy, is depicted by the bucket. The tap is where the recruitment and supply of the personnel flows through and is reducing due to changing generational preferences and a decreasing number of qualified and interested applicants. The need for police personnel is on the increase since they are needed to address community policing, internal security and other contemporary problems that include immigration enforcement, cybercrime, violence in schools, and the impacts of social media in the society. The overall implication is the widening gap between the real number of officers and both the deployed number and the total demand for police officers, (Weiss and Wilson, 2012).

Weiss and Wilson, (2012) identified the following factors to take into account when establishing a detailed personnel plan. The factors include: staffing size, generational inclinations and

disparity, deployment of the personnel by abilities, number of years served, rank, gender, and race, competency criteria and recruitment process, deployment of personnel by task and location, advancement measure and procedure, remuneration framework, retirement and pension plans.

2.7. Planning and service delivery.

Military science looks at logistics as the branch concerned with constant supply of police or the military with the equipment and tools that are required while interfering with those of the enemy. Military logistics has always been practiced since the ancient world and, therefore, the contemporary military have a notable need for logistics solutions and modernized utilizations have been invented. Logistics officers are tasked with the movement of resources to places where they are needed.

The Kenya police, Directorate of planning and logistics outlined a number of fundamental tasks of the logistics department: Coordinating and developing of strategies. Schemes of works for the whole police service, developments and presentation of annual procurement blue print, restoring and sustaining police infrastructure and support facilities, supply of general stores, liaising with other police formations or units and other departments on procurement. Replacement, adjustments of systems equipment and plants, coordinating and publication of all police stationeries, manuals and pamphlets , providing of items of kit all officers to laid down scales, Collection and storage of data on all police logistic requirement, coordinating with the chief force armorer, chief transport officer, chief communication officer, procurement section and relevant government ministries to ensure that items needed in the field are readily available, management of the movement and storage of logistic materials, planning, implementing and controlling the efficient flow of goods and services and guaranteeing availability of goods/services requisitioned for and guaranteeing high level of customer service and satisfaction.

2.8. Professionalism and service delivery.

The competence and skill expected of an individual goes together with their training and the subsequent application of the same. However, a grim picture have been painted with several reports stating that the Kenya police has not fulfilled its mandate and met the professionalism requirements when measured against ethics and integrity.

The characteristics of a police officer are that the officer must be impartial, honest and loyal, discreet, careful and efficient in his tasks. He upholds the rule of the law and helps members of the public and must be impartial and accurate in his judgment of persons and property. He must always keep his cool. When necessary, he must stand his ground while at the same time he must be just. To gain the public's respect and confidence, he must show by example the impartiality and efficiency of the office he holds, and always be ready to give any assistance that may be within his ability when situations demand it.' (Police Manual: cap2, Para. 1and 3).

Fletcher, (2004) stated the characteristics of a professional ethos as: the possession of specialized knowledge and competencies, ability and status hinged on expertise, self-discipline and principality, the chance to show high level of technical know-how, the ability to be fair when making decisions, operating and following the code of ethics and allegiance to a professional body.

Like those in other fields, police officers are expected to maintain the guideline laid down by their professional body, employer and the resocialization impacted on them during the various levels of training. Fletcher, (2004) continues to state that professionals are additionally answerable to the organizational codes of conduct expressed officially or accepted and understood as important values.

The negative impact created by poor performance and corruption in the service of the public is too great to bear. This also applies to the entire public sector, political leadership and other groups of the society. Financially implication of these is that there is less or no money for the development and prosperity of nations and citizens, (United Nations, 2000).

Police officers have expressed frustrations by the manner in which they were trained to obtained evidence that was not successful, they prefer the use of torture that against the human rights (Kenya Human Rights Commission, 2006).

2.9 Theoretical Framework.

Excellent police performance is taken as the solution to the delivery of police services in Kenya. Excellent service delivery will be achieved when the factors influencing it are addressed to achieve the correct positive results. It is from this assertion that the study adopted motivation theories as the foundation of explaining the above factors that influence the perception on service delivery by the Kenya police.

2.9.1 Motivation theory.

The theoretical concept of motivation is used to explain why people do or behave the way they do. It explains the reasons for people's actions, desires, and needs. Motivation can also be defined as the consequences of a certain behavior that makes one to want to repeat the same behavior, (Elliot, & Covington, 2001). That which instigates the person to act in a certain way is the motive or, at least, develops some fondness for certain behavior (Pardee, 1990). According to Maehr and Meyer, "Motivation is a word that is part of the popular culture as few other psychological conceptions are. (Maehr, Martin and Meyer et al, 1997).

2.9.2 Maslow's hierarchy of human needs.
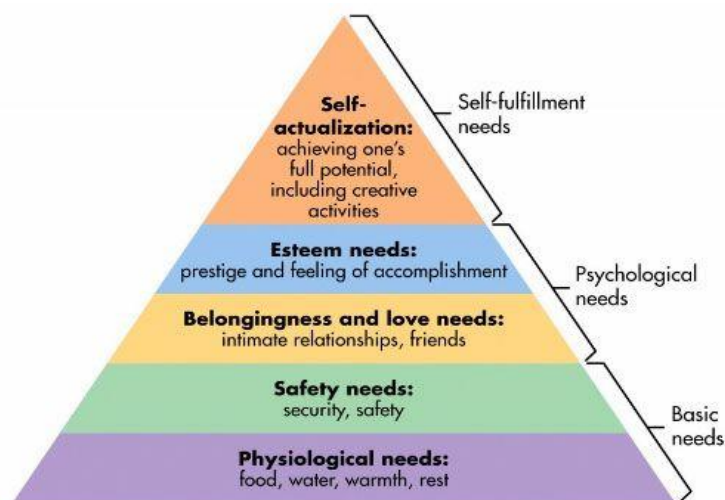
Fig 2.0 Maslow's hierarchy of human needs, source (Maslow, A.H. (1943). A theory of human motivation)

The theory of human motivation embodies both the theories of Abraham Maslow's hierarchy of needs and Herzberg's two-factor theory.

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Maslow's theory is one of the most extensively talked about theories of motivation. Abraham Maslow believed that man is innately selfless and argued that persons possess a constantly growing inner drive that has great potential. The needs hierarchy system, developed by Maslow (1954), which is often used scheme for classifying human motives, (Pardee, 1990). The basic idea that explains the hierarchy system is that it's like a food pyramid.

The American motivation psychologist, Abraham H. Maslow, devised the hierarchy of needs consisting of five hierarchic levels. According to Maslow, people are motivated by unsatisfied needs. The needs, listed from basic (lowest-earliest) to most complex (highest-latest) are as follows: Physiological needs (hunger, thirst, sleep, etc.), Safety/ Security/ Shelter/ Health, Social/ Love/ Friendship needs, Self-Recognition/ Achievement needs and Self-actualization/ achievement needs of full potential/ can never be fully accomplished

 The theories of motivation stipulate that the lower wants build upon the first step in the pyramid; if there are gaps on this level, all behavior will be set to satisfy this deficit. Basically, if you have not slept or eaten properly, you won't be interested in your self-esteem desires. Subsequently, we have the second level which awakens a need for security. After securing those two levels, the motives shift to the social environment, which is the third level. Psychological requirements comprise the fourth level, while at the top of the hierarchy consists of self-realization and self-actualization.

Maslow's hierarchy of needs theory can be summarized as follows; Human beings have needs and desires that shape their behavior. Only unsatisfied needs influence behavior, satisfied needs do not. Needs are arranged in order of importance to human life, from the lowest to the highest. The person progresses to the next level of needs only after the lower level need is at least minimally satisfied. And the further up the hierarchy, the more individuality, humanness and psychological health a person will show.

2.9.3 Herzberg's two-factor theory.

**Herzberg's
Two-Factor Theory**

Motivators	Hygiene Factors
Work itself Autonomy Authority Responsibility Recognition Achievement	Relationships Job security Work conditions Salary/wages
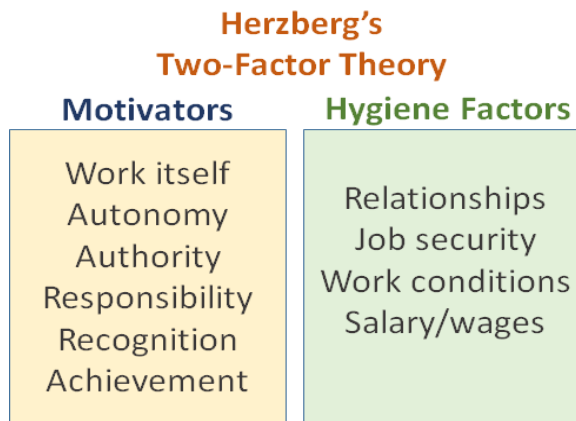
Fig. 2.1 Herzberg's two-factor theory.

Frederick Herzberg's two-factor theory deduce that particular elements in the work environment result in job satisfaction, but if absent, they don't lead to dissatisfaction but no satisfaction. The elements that motivate people can adjust over their lifespan, but "ones respect" is one of the top motivating factors at any stage of life.

He distinguished between; Motivators (e.g. challenging work, recognition, responsibility) that give positive satisfaction, and Hygiene features (e.g. status, job security, salary and fringe benefits) that do not motivate if present, but, if absent, result in demotivation.

Herzberg surmised that job satisfaction and dissatisfaction were the products of two different elements; motivating factors (satisfiers) and hygiene factors (dissatisfiers). Motivating factors (satisfiers) include but not limited to; achievement, recognition, work itself, responsibility, progression and development. Hygiene factors (dissatisfiers) include but not limited to: company rules, supervision, working conditions, interpersonal relations, remuneration, status, job security, and personal life, (Pardee, 1990). The name hygiene factor is used because, like hygiene, the presence will not improve health, but absence can cause health deterioration. Herzberg's theory has found application in such occupational fields as information systems and in studies of user satisfaction like in computer user interface.

2.10. Conceptual Framework.

The relationship of variables in this research is represented diagrammatically as shown in figure 2.2.

Independent variables

Human Resource Management Practices
• Motivation and incentive
• Recruitment and selection
• Training
• Transfer and promotion

Level of Education
• Adaptability
• Conduct and approach.
• Expression & communication.
• Problem solving.
• Report writing skills.

Number of Personnel
• Geographical area
• Monitoring & movement

Planning.
• Coordination.
• Movement and efficiency.

Professionalism.
• Ethics and integrity.
• Personnel skills**.**

Dependent variables

Service delivery by Kenya Police Service Officers.
• Security.
• Police-public relation.
• Corruption

• Government policies
• Organizational structure
• Transparency and accountability

Moderating Variables

Fig. 2.2 Conceptualization of variables influencing service delivery by Kenya Police Service Officers.

The independent variables in this study will tend to affect the perception on service delivery. If one factor say human resource management practice is affected either positively or negatively then the perception on service delivery by the police officers will also be affected in the same direction since there is a significant and positive correlation between each independent variable and the dependent variable as the outcome of the analysis proved. Moderating variables will also affect the dependent, for example, lack of political support in policing will negatively affect perception on service delivery.

2.11. Summary of chapter two.

From the above literature, various researches have revealed that service delivering Organizations dependent on the above stated variables. Successful service delivery is a function of human resource management practices, level of education, number of personnel, planning and professionalism. 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, (Mboroki, 2012).

Zeithalm and Berry (1985), explained that knowledge gap is the deficit on the client's aspirations of the service provided and the organization's provision of the service. In this case, the executives are not informed or have not accurately understood the client's expectation in connection to the organization's services or products. If a knowledge gap exists, it may signify that organizations are trying to meet incorrect or non-existing client or consumer needs. In a client-orientated service organization, it is important to have a clear understanding of the client's need for service. To close the gap between the clients' expectations for service and Kenya police service perception of service delivery require comprehensive research.

CHAPTER THREE

RESEARCH METHODOLY

3.1. Introduction.

This chapter aimed at giving comprehensive account of the approach that was used in collecting data. It covered research design, target population, sample procedure and sample size, data collection and data analysis, ethical issues and the expected outcome. This study desire to investigate perceived factors that influence the service delivery by the Kenya Police service officers taking into consideration, human resource management practices, level of education, the number of personnel, planning, and professionalism. The study site was within Nairobi County Police command.

3.2. Research Design.

A research design can be regarded as an alignment of requirement for gathering and scrutiny of raw information in a fashion that is geared at combining relevance with the research purpose. In summary, it comprises the design for the gathering, measurement and scrutiny of data, (Delno and Tromp, 2006: 70; Kothari, 2003, Orodho, 2003)

Relying on the literature assessment, initial interviews of long-serving police officers and the researcher's exposure, give indicators that call for answers since the system of service delivery in the Kenya Police Service is not working as expected. To understand these programs, this research used descriptive study incorporating both quantitative and qualitative research methodologies. It was believed that a fusion of these techniques be significant in acquiring the needed data. The literature assessment pinpointed issues that service delivery needed to tackled in the police organization. They were validated through quantitative measures while qualitative method was used to unearth what is taking place in the organization under inquiry. That is, how individual police officers perceive the factors that influence service delivery and the impact they on their performance, professional life and the general public, (Kabia, 2013).

3.3. Target Population.

The target population for this report was the Nairobi County Police command which has a total of 4,593 police officers (source; Kenya Police Service Personnel Data, September 2016). These officers cut across various ranks from the Assistant Inspector General (AIG) to police constables. Since experience is developed over time, police officers who have been in the service for more than four (5) years will be interviewed, then, those officers who have been in management position. They are deemed to best judge whether they meet the primary objectives of service delivery.

Kombo and Tromp (2008) defines target population as a section of persons, things or items from which representative samples are taken for computation or it is a whole group of individuals, or element that have at least one common characteristic. Target population equally means the larger bloc from which the sample is taken (Kerlinger, 1993). The target population in this case will be Kenya police service officers within Nairobi County command.

Based on the 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, Lang'ata, Gigiri, Makadara, Kasarani, Karen, Starehe Police Divisions and Nairobi county police headquarters..

The table 3.0 gives a breakdown of the population that was sampled in each category. It also represents 10% of the total population which is believed offered a representative study group that helped realize the objective of this study. A minimum of 10% sample size from each category will be considered sufficient, (Mugenda and Mugenda, 2003 as quoted in Kabia, 2013).

According to Gay (1981) at least 10% of study population will be appropriate sample size for the research. Kilemi and Wamahiu (1995) also concurred with the formula as quoted in Bruce, (2014). Therefore the sample size for the study was 460 personnel which will represent 10.97% of the 4593 respondents from the study population. On average, approximately 80 people do make report at the various police stations in Nairobi (source; Kenya Police Service Personnel Data, September 2016). Therefore, a sample of 10% of the clients per station was also interviewed. This brought the number to 80 civilian clients.

3.4. Sample size and sampling size.

The study population and subsequently the target population were based in Nairobi County. Since there are 47 police county commands means that sampling from more than one of these counties would have replicated the study results. Therefore the research targeted Nairobi County where the study components are accessible for the research. Moreover, Nairobi county has the highest population of Kenya police officers, numerically, (Kenya police service data center, 2016).

In this study, the research utilized probability sampling technique. Because the area earmarked by the research has a large number of components to be examined, probability sampling provided a well-organized structure for capturing diversity that is found in the target population.

3.4.1. Sample size.

This study used stratified random sampling for different sample sizes for each stratum as shown in table 3.0. The sample size was 10.97% (460) of the total population of the police officers that was 4593 personnel. And 10% of civilian respondents that was 80 civilians.

3.4.2. Sample procedure.

The research used a combination of both the stratified random sampling to capture the validity of characteristics in the population under study; the sample population was segregated into four homogeneous categories comprising police constables, NCOs, Members of Inspectorate and the Gazzetted officers from where the subjects were randomly selected. Ranks were the basis of classification in this research. Table 3.0 illustrates the segregated categories of the population under study

Table 3.0 illustrates the personnel in Nairobi County by rank breakdown.

Category.	Rank.	Number.	Sample Population.	Sample Size, (%)
Gazzetted Officers, (GOs).	Assistant Inspector General, (AIG)	1		
	Commissioner of Police, (CP).	1		
	Senior Superintendent of Police, (SSP).	17		
	Superintendent of Police, (SP).	10		
	Total.	**29**	**4**	**13.79%**
Members of Inspectorate.	Chief Inspector of Police, (C.I).	76		
	Inspector of Police, (I.P).	132		
	Total.	**208**	**21**	**10.10%**
Non-commissioned officers, (NCOs).	Senior Seargent, (S.Sgt.)	44		
	Seargent, (Sgt).	155		
	Corporal, (Cpl).	691		
	Total.	**890**	**89**	**10.00%**
	Police Constables.	**3458**	**346**	**10.00%**
Grand Total.		**4593**	**460**	**10.97%**

Source, Kenya Police Service personnel records, (September, 2016).

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3.5. Research instruments.

Research instruments are tools for measurement developed to acquire data on a subject of interest from the sample population, Annum, (2017).

A questionnaire was developed for this study whose respondents were drawn from the middle level managers (members of the inspectorate), the NCOs and the constables. Each questionnaire contained closed-end questions. Closed-ended questions were used to quantify information that was later used in marginal tabulation. Marginal tabulation provided the research with an account of how the total sample dispersed itself on the response corresponding to each questionnaire item. Feedbacks to each item were also used to investigate possible correlations between two or more variables. The research through literature review recognized that the Kenya Police Service may be offering some form of customer service. For this reason, questionnaire items were designed to include the respondents' opinions regarding Customer Service in general.

An interview schedule was developed for the Gazzetted officers who are the top level managers within the Nairobi county police command and civilians who were accessing police services at police stations within the Nairobi county police command. Open-ended questions were used to acquire more thorough information that led to greater comprehension of the overall situation regarding service delivery in the Kenya Police Service.

3.5.1. Pre-testing and administration of the questionnaire.

The questionnaire was pre-tested on a selected sample similar to the one that was used in the study with a view to assessing their suitability. They were administered to a similar study population to the one used in the research. The questionnaires were hand delivered to the respondents and collected later.

3.5.2. Validity of instrument.

Warwick and Linninger (1975), describes validity as the extent to which a test computes what it is required to compute. Proving validity requires scrutinizing the logical correlations that should be between assessment measures. For example, we would expect that patients with lower treadmill exercise capacity will normally have more shortness of breath in daily life than those with higher exercise potential, and we would expect to see considerable relationships between a new measure of emotional purpose and existing emotional function questionnaires.

The validity of the research instrument was established by the research supervisor.

3.5.3. Reliability of instrument.

The reliability of a research instrument concerns the degree to which the apparatus produces the same results on repeated trials. The tendency toward constancy found in recurrent measurements is known as reliability (Carmines & Zeller, 1979). Reliability is the degree to which a computation is free of variable fault and is usually attained when recurrent measures of the same variable show limited disparity, (Kombo and Tromp, 2006).

On testing reliability of the questionnaire variables using Cronbach's Alpha reliability scale, the value was found to be 0.737 which is greater than 0.5. This shows that there was high internal consistency (reliability) of the variables and proved that this research instrument was reliable.

3.6. Data collection methods.

Two research instruments were used in the study for data collection. They include: questionnaires and interviews. They were preferred because the research had found them to be most useful for gathering the type of data that was needed for this research. However, the research relied largely on questionnaires.

3.7. Data analysis techniques.

The data was examined through classification of texts into content categories. The concept behind content analysis was that many words of the text were categorized into much fewer content groups. Words, phrases, or other components of texts that were categorized in the same group were deduced to have the same meaning. The summarized scheme created for open-ended items were built upon recording components along the subject matter.

Data examination was handled on each questionnaire and analyzed conclusively in accordance with the objectives of the study. The interviewees' responses were submitted in terms of tables, and percentages. Data from the study was assessed to ascertain the degree to which the system employed by the Kenya Police Service prepares employees to deliver services to their clients. Data was then translated in relation to the motive of the research which advanced a discussion of the findings and drawing of conclusions.

3.8. Ethical Issues.

Study that entails human participants introduces special and sophisticated ethical, legal, social and political matters. Research morals are especially concerned in the examination of moral issues that are raised when people participate in a study. There are three goals in research ethics. The academic research venture hinges on a foundation of trust. Researchers trust that the results reported by others are sound. Society has faith that the results of research display an honest attempt by scientists and other researchers to depict the world correctly and without prejudice. But this trust will persist only if the scientific society commits itself to typifying and transmitting the values correlated with moral research conduct, (National Academy of Sciences, 2009).

Fouka and Mantzorou, (2011), suggested the following ethical issues that are in conformity to this research: Informed consent is the major ethical issue in conducting research. According to Armiger: "it means that a person knowingly, voluntarily and intelligently, and in a clear and manifest way, gives his consent" The officers, therefore, were informed on why they were selected as the research subjects and the procedures that were followed in the interview. It's only after the respondent had agreed to participate that the administration of the questionnaire

started. It is important to note that the police service is a security organ that needs clarity on the nature and purpose of any undertaking such as research to be carried out.

The maters of confidentiality and anonymity are closely linked with the privileges of beneficence, regard for the honor and loyalty. Anonymity is safeguarded when the respondent's personality cannot be connected with personal responses. If the researcher is not able to guarantee anonymity he has to assure confidentiality, which is the taking change of personal information by the researcher in order to safeguard the respondent's identity. Levine advocates that confidentiality means that respondents are free to grant and suppress as much information as they desire to the individual they choose. The matter of anonymity was addressed by the respondents not stating or writing their names on the questionnaire. The information that was answered in the questionnaire shall not be put on the public domain, only the analyzed data is available for review.

3.9. Operational Definition of Variables.

Service delivery is a product of a number of variables. Human resource management practices should endeavor to provide the necessary ground for perfect provision of services. It should manifest itself in motivation, recruitment and training among others. Employee's level of education affects his report writing skills, conduct and approach. As a way of addressing professionalism, both work and non-work factors should be addressed. Therefore, the management should equally consider employee support in logistics and planning and the number of personnel in the work place.

Table 3.1 Operational definition of variables

Objectives.	Independent Variables.	Dependent Variables	Level of Measurement	Indicators	Data collection.	Data analysis.
To identify how human resource management practices in the Kenya Police Service influence service delivery	Human resource management practices.	Security. Police-public relation. Corruption	Interval and ordinal scale	Motivation of employees. Transparency in Recruitment and selection Proper training, transfer and promotion	Questionnaire	Descriptive
To assess the influence of the level of education of an officer on service delivery.	Level of education.	Security. Police-public relation. Corruption	Interval and ordinal scale	Adaptability. Conduct and approach. Expression & communication. Problem solving. Report writing skills.	Questionnaire	Descriptive

To determine the influence of the number of officers per command on service delivery by police officers.	Number of personnel per command	Security. Police-public relation. Corruption.	Interval and ordinal scale	Conduct of personnel during Beats and patrols. Distribution of Locations for patrols.	Questionnaire	Descriptive
To establish how police planning influence service delivery within the Kenya Police Service.	Logistics and planning.	Security. Police-public relation. Corruption	Interval and ordinal scale	Manner of Coordination. Movement and efficiency of officers and equipment.	Questionnaire	Descriptive
To determine the influence of professionalism of police officers on service delivery.	Professionalism	Security. Police-public relation. Corruption.	Interval and ordinal scale	Conduct of officers in terms of Ethics and integrity. Personnel skills possessed.	Questionnaire	Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1. Introduction.

The interpretation and presentation of the results are explored in this chapter. The data on the perceived factors influencing service delivery by the Kenya police service officers in Nairobi County, Kenya are presented and analyzed here. The chapter also furnishes with the crucial findings the research.

The study focused on a sample size of 540 respondents from which 478 completed and submitted the questionnaires bringing the response rate to 88.52%. This response rate was strong, representative and complies with Dixon (2012); a response rate of 50% is adequate while a response rate that's over 70% is very good. This also was in conformity with Mugenda and Mugenda (2003), that a 50% response rate is adequate, 60% good and above 70% very good.

4.2. Data presentation

4.2.1. Background information of the respondents.

This part presents the background information for the respondents detailing their demographic data and details. The background information of respondents that was captured specifically included their rank, gender, years of service and level of education. The respondents were drawn from 7 of the police divisions within Nairobi County and from Nairobi County Police headquarters and civilians.

Table 4.0: Frequency distribution table representing police rank category.

	Ranks	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Constable	303	78.1	78.1	78.1
	Inspectorate	16	4.1	4.1	82.2
	NCO	69	17.8	17.8	100.0
	Total	388	100.0	100.0	

Constables form the bulk of the police officers, this shows that a high number of police officers at the rank of constable stay in the same rank for a very long time time without getting promoted to the next rank. This affected their in job performance in order to deliver on their core functions.

Table 4.1: Frequency distribution table representing police gender category.

	Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	255	65.7	65.7	65.7
	Female	133	34.3	34.3	100.0
	Total	388	100.0	100.0	

The police gender representation meets the international standards where, at least, a third is females and two thirds are males. More females need to be recruited in order to determine if there would be any positive change in service delivery.

Table 4.2: Frequency distribution table representing period of service.

Age	Frequency	Percent	Valid Percent	Cumulative Percent
Under 5 years	194	50.0	50.0	50.0
6-10 years	19	4.9	4.9	54.9
11-15 years	72	18.6	18.6	73.5
Over 15 years	103	26.5	26.5	100.0
Total	388	100.0	100.0	

Half of the respondents interviewed were those who have been working for a period less than 5 years in the police service; they comprised of 194 (50%) of the respondent. This indicates that they are the most active members of the service and most likely involved in implementing police duties. Most officers in the service are also young hence the need to empower them to deliver police services to their fullest potential.

Table 4.3: Frequency distribution table representing police level of education.

Level of education	Frequency	Percent	Valid Percent	Cumulative Percent
Primary	6	1.5	1.5	1.5
Secondary	229	59.0	59.0	60.6
Diploma	118	30.4	30.4	91.0
Bachelor degree	33	8.5	8.5	99.5
Masters	2	.5	.5	100.0
Total	388	100.0	100.0	

Majority of police officers 229 (59.0%) studied up to secondary level, most of whom do not wish to further their studies. There is need to encourage officers to further their studies beyond

secondary level, since, as indicated in the findings, most of the highly educated officers are better at service delivery.

4.3. Descriptive statistics.

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

4.3.1. Human resource management practices influence on service delivery.

This variable sought to answer the researcher's first objective. From the literature review, human resource management practice is a task in agencies planned to boost employee productivity in service of an employer's calculated goals.

Table 4.4: Influence of Human Resource management practices on service delivery

Statements	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Total
Motivation and incentives improves provision of services	41 (11%)	65 (17%)	24 (6%)	119 (31%)	139 (36%)	388 (100%)
Officers are always motivated in their work	128 (33%)	211 (54%)	23 (6%)	17 (4%)	9 (2%)	388 (100%)
Recruitment and selection is done in a transparent manner	70 (18%)	138 (36%)	99 (26%)	70 (18%)	9 (2%)	386 (100%)
Recruitment and selection requirements is sufficient and necessary	52 (13%)	98 (25%)	77 (20%)	139 (36%)	22 (6%)	388 (100%)
Training impacts the necessary skills to clients	21 (5%)	22 (6%)	20 (5%)	274 (71%)	51 (13%)	388 (100%)
Training do breed corruption	125 (33%)	181 (47%)	21 (6%)	33 (8%)	22 (6%)	382 (100%)
Transfer and promotion is always fair	137 (36%)	121 (32%)	77 (20%)	44 (12%)	0 (0%)	379 (100%)
Transfer and promotion determines the way customer service is offered	53 (14%)	193 (50%)	69 (18%)	58 (15%)	15 (4%)	388 (100%)
Promotion is based on performance	146 (38%)	110 (29%)	35 (9%)	82 (22%)	9 (2%)	382 (100%)

Tenets of human resource management practices are applied in the Kenya police service	57 (15%)	115 (30%)	96 (25%)	116 (30%)	4 (1%)	388 (100%)
Consultative style of leadership is employed in the Kenya police service	75 (19%)	135 (35%)	34 (9%)	132 (34%)	12 (3%)	388 (100%)
The police salary and allowances are sufficient	299 (77%)	80 (21%)	0 (0%)	9 (2%)	0 (0%)	388 (100%)

From the results in the above table, 66.5% of police officers believed motivation improves provision of services, 6.7% believed that officers are always motivated at work, 20.4% say recruitment is done in a transparent manner, 41.5% believe recruitment and selection requirements are sufficient and necessary, 83.7% believes training impact necessary skills, 14.4% believe training breed corruption, 18.8% believes customer service provided by police is determined by transfer and promotion, 23.9% of police believe promotion is based on performance, 30.9% thinks tenets of human resource management is applied in Kenya police service, 37.1% believe consultative style of leadership is employed in police service and finally 2.3% of police believe that police salary and allowances are sufficient.

Table 4.5: Descriptive Statistics on the influence of human resource management practices on service delivery.

Statements	n	Mean	Std. Deviation
Training impacts the necessary skills to clients	388	3.8	0.928
Motivation and incentives improves provision of services	388	3.64	1.386
Recruitment and selection requirements is sufficient and necessary e.g. height, teeth color etc.	388	2.95	1.173
Tenets of human resource management practices are applied in the Kenya police service	388	2.73	1.074
Consultative style of leadership is employed in the Kenya police service	388	2.67	1.216
Recruitment and selection is done in a transparent manner	386	2.51	1.057

Transfer and promotion determines the way customer service is offered	388	2.46	1.027
Promotion is based on performance	382	2.21	1.227
Training do breed corruption	382	2.07	1.115
Transfer and promotion is always fair	379	2.07	1.013
Officers are always motivated in their work	388	1.89	0.873
The police salary and allowances are sufficient	388	1.28	0.583

As to whether the issue of human resource management practices has been addressed adequately to enable police officers provide services, 26.01% strongly disagreed, 31.73% disagreed, 12.45% were no sure, 23.53% agreed while only 6.28% strongly agreed with the statement. This shows that a total of 57.74% disagreed and stated that the tenets human resource management practices has not been addressed and a total of 29.81% stating that the issue of human resource management practices has been addressed.

The level of disagreement was notably high on the issue of whether the salary and allowances were sufficient. Most of the officers interviewed stated that the salary they are getting is not commensurate with the kind of work they are doing. When the standard deviation is of 0.583, it indicates that the respondents almost had the same views.

4.3.2. Influence of the level of education on service delivery.

This sought to answer the researcher's second objective of ascertaining the influence of the level of education of an officer on service delivery The researcher was guided by the following parameters; whether promotion is pegged on individual level of education, whether the more educated an officer is the more adaptable he is to a environment, if officers with higher level of education have better conduct and approach, whether higher level of education helps officers to be better in expression and communication, better problem solvers, better report writing skills and whether street experience should replace education.

Table 4.6: Influence of level of education on service delivery.

Statements	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Total
Officers with higher level of education e.g. degree holder get promoted faster	23 (6%)	66 (17%)	27 (7%)	211 (54%)	61 (16%)	388 (100%)
The more educated an officer is the more adaptable he is to any environment	75 (19%)	136 (35%)	17 (4%)	121 (31%)	39 (10%)	388 (100%)
Officers with higher level of education have better approach or conduct	22 (6%)	116 (30%)	28 (7%)	173 (45%)	46 (12%)	385 (100%)
Higher level of education helps officers to be better in expression and communication	4 (1%)	68 (18%)	20 (5%)	153 (40%)	137 (36%)	382 (100%)
Highly educated officers are better problem solvers	48 (12%)	123 (32%)	63 (16%)	112 (29%)	42 (11%)	388 (100%)
Better Report writing skills	11 (3%)	54 (15%)	80 (22%)	158 (43%)	65 (18%)	368 (100%)
Street experience should replace education in promotion	31 (8%)	126 (33%)	41 (11%)	145 (37%)	45 (12%)	388 (100%)

As tabulated in table 7, 70.1% agree that officers with higher level of education e.g. degree holders get promoted faster, 41.3% agree that the more educated an officer is, the more adaptable he is to any environment. 56.8% believe that highly educated officers have better approach or conduct, 76% believe that higher level of education helps officers to be better in expression and communication, 39.7% believe that highly educated officers are better problem solvers, 60.6% believe that highly educated officers are better in report writing skills, 49 % think that street experience should replace education in promotion.

Table 4.7: Descriptive Statistics on the influence of the level of education on service delivery.

Statements	N	Mean	Std. Deviation
Higher level of education helps officers to be better in expression and communication	382	3.92	1.102
Higher level of education equips officers with better report writing skills	368	3.58	1.036
Officers with higher level of education e.g. degree holder get promoted faster	388	3.57	1.122
Officers with higher level of education have better approach or conduct	385	3.27	1.177
Street experience should replace education in promotion	388	3.12	1.213
Highly educated officers are better problem solvers	388	2.94	1.239
The more educated an officer is the more adaptable he is to any environment	388	2.78	1.339

On a scale of 1 to 5 with 1 being strongly disagree and 5 being strongly agree, Higher level of education helps officers to be better in expression and communication, scored highest mean (3.92). It was followed by Higher level of education equips officers with better report writing skills (3.58). Only two human resource management practices related toe education scored less than 3. Respondents gave lowest scores for highly educated officers are better problem solvers and the more educated an officer is the more adaptable he is to any environment having scores of 2.94 and 2.78 respectively.

The responses are that a total of 33.46% disagreed with the overall objective compared to a 56.21% who agreed that officers with higher levels of education are better at provision of services. A significant figure of 10.34% was not sure on the effect of level of education on service delivery. The percentage depicting those not sure is that high suggesting that the respondents were either complacent or did not care at all whether one is educated or not and its effect on the delivery of services. This is also depicted with the standard deviation not being above one, it shows that the respondents are sharply divided on their views on the effects of the level of education service delivery.

4.3.3. The influence of the number of personnel on service delivery

This variable sought to address objective three. It explored the relationship between the number of personnel and service delivery. It addressed issues such as; monitoring and patrols, deployment, duties attended and the number of hours on duty and rotation on duties. The responses as to the above parameters are tabulated in the table below.

Table 4.8: Influence of the number of personnel on service delivery

Statements	Strongly disagree	disagree	Not sure	Agree	Strongly agree	Total
The number of personnel per command directly affect service delivery	19 (5%)	33 (9%)	21 (5%)	219 (56%)	96 (25%)	388 (100%)
monitoring and patrol are done efficiently	59 (15%)	128 (33%)	12 (3%)	151 (39%)	38 (10%)	388 (100%)
Personnel in Nairobi county command are adequately deployed	31 (8%)	106 (27%)	20 (5%)	213 (55%)	18 (5%)	388 (100%)
Police officers are strained in their daily duties	16 (4%)	32 (8%)	9 (2%)	177 (46%)	154 (40%)	388 (100%)
Personnel are rotated for various duties	79 (20%)	106 (27%)	32 (8%)	139 (36%)	32 (8%)	388 (100%)

From the above, 81.1% of officers think that the number of personnel per command directly affects service delivery, 48.7% of officers believe that monitoring and patrols are done efficiently, 59.5% agree to the fact that the personnel in Nairobi county command are adequately deployed, 85.3% of Police officers claim that they are strained in their daily duties, 44% of officers believe that personnel are rotated for various duties.

Table 4.9: Descriptive Statistics on the influence of the number of personnel on service delivery

Statements	n	Mean	Std. Deviation
Police officers are strained in their daily duties	388	4.09	1.057
The number of personnel per command directly affect service delivery	388	3.88	1.034
Personnel in Nairobi county command are adequately deployed	388	3.21	1.134
Monitoring and patrol are done efficiently	388	2.95	1.312
Personnel are rotated for various duties	388	2.84	1.325

On a scale of 1 to 5 with 1 being strongly disagree and 5 being strongly agree, Police officers are strained in their daily duties, scored highest mean (4.09). It was closely followed by the number of personnel per command directly affect service delivery (3.88). Personnel in Nairobi county command are adequately deployed, had a score of 3.21. Only two human resource management practices related personnel scored less than 3. Respondents gave lowest scores for Personnel are rotated for various duties (2.84) while Monitoring and patrol are done efficiently scored 2.95.

The responses in respect of the third objective is that 10.52% strongly disagreed that the number of personnel per command affects service delivery, 20.86% disagreed, 4.84% were not sure, 46.32% agreed and 17.40% strongly agreed. In all the stated parameters, there was a high level of disagree. A high of 56.40% agreed that the number of personnel per command directly affects service delivery stating that it was a common sense in the police service to be able to deliver with many on an assignment.

4.3.4. The influence of police planning on service delivery.

This variable sought to address objective number four. The objective was dependent on the following parameters; strategies and works for the whole police service, development and presentation of blue print and policies, distribution of general stores, accommodation of police officers. Renewal and adjustment of networks, tools and machinery, collaboration and communication, gathering and storage of data on all police logistic demand. The responses realized are tabulated in table 4.10.

Table 4.10: Influence of police planning on service delivery

Statements	Strongly disagree	disagree	Not sure	Agree	Strongly agree	Total
Coordination of activities within the Kenya police service e.g. communication are smooth	83 (21%)	120 (31%)	20 (5%)	154 (40%)	11 (3%)	388 (100%)
Police officers are not properly accommodated in their quarters	34 (9%)	32 (8%)	0 (0%)	152 (39%)	170 (44%)	388 (100%)
Goods and services in the police flow smoothly	113 (29%)	170 (44%)	66 (17%)	27 (7%)	12 (3%)	388 (100%)
Coordination of different departments within the police service is efficient	72 (19%)	164 (42%)	50 (13%)	100 (26%)	2 (1%)	388 (100%)
Preparation of policies for the entire police service takes into account general police needs	83 (21%)	172 (44%)	66 (17%)	65 (17%)	2 (1%)	388 (100%)
The tools and equipment are sufficient for operations	105 (27%)	196 (51%)	8 92%)	77 (20%)	2 (1%)	388 (100%)

From the above, 42.5% of officers agree that coordination of activities within the Kenya police service e.g. communication are smooth,83% of the police believe that officers are not properly accommodated in their quarters, only 10.1% of officers think that goods and services in the police flow smoothly,26.3% believe that coordination of different departments within the police service is efficient, only 17.3% of officers think that preparation of policies for the entire police service takes into account general police needs, 20.3% agree that tools and equipment are sufficient for operations.

Table 4.11: Descriptive Statistics on the influence of police planning on service delivery.

Statements	n	Mean	Std. Deviation
Police officers are not properly accommodated in their quarters	388	4.01	1.249
Coordination of activities within the Kenya police service e.g. communication are smooth	388	2.72	1.265
Coordination of different departments within the police service is efficient	388	2.47	1.082
Preparation of policies for the entire police service takes into account general police needs	388	2.31	1.005
The tools and equipment are sufficient for operations	388	2.16	1.053
Goods and services in the police flow smoothly	388	2.11	1.004

When it comes to planning, the respondents strongly feel that Police officers are not properly accommodated in their quarters (having highest score of 4.01). The other factors regarding the planning scored lower than 3 with Goods and services in the police flow smoothly having the lowest score of 2.11.

This objective was disagreed upon to a high degree. 57.73% disagreed that there was any form of planning directed towards boosting police service delivery. Only 33.25% acknowledged any such planning takes place in the Police service. Officers also raised the dormancy of the Police planning and logistics directorate office. It emerged that the office it only reacts to counter complaints by officers.

4.3.5. The influence of Professionalism on service delivery.

This sought to answer the researcher's fifth objective. It covered areas such as; conduct and approach of police officers, respect to human rights, the necessity of vetting of the police officers and the role of independent oversight bodies. The responses were as below.

Table 4.12: Influence of professionalism on service delivery.

Statements	Strongly disagree	disagree	Not sure	Agree	Strongly agree	Total
Police officers are highly professional	33 (9%)	112 (29%)	30 (8%)	156 (40%)	55 (14%)	386 (100%)
Police officers needs to be trained frequently to improve their policing skills	24 (6%)	11 (3%)	23 (6%)	252 (65%)	76 (20%)	386 (100%)
Police officers are not ethical and lack integrity while handling issues	124 (33%)	172 (45%)	17 (5%)	67 (18%)	0 (0%)	380 (100%)
Police officers respect human rights	9 (2%)	36 (10%)	21 (6%)	212 (58%)	90 (25%)	368 (100%)
The police culture supports the delivery of services.	0 (0%)	33 (9%)	74 (19%)	238 (62%)	41 (11%)	386 (100%)
The vetting of police is necessary	138 (36%)	118 (31%)	21 (5%)	94 (24%)	15 (4%)	386 (100%)
Policing oversight by independent bodies like IPOA is necessary	153 (40%)	74 (19%)	31 (8%)	108 (28%)	20 (5%)	386 (100%)
The institutions created are necessary for police performance	94 (25%)	31 (8%)	37 (10%)	192 (50%)	29 (8%)	383 (100%)

As indicated above, 54.6% of officers believe that police officers are highly professional,85% of officers think that Police officers need to be trained frequently to improve their policing skills, only 17.6% agree that police officers are not ethical and lack integrity while handling issues,82.1% of officers believe that police officers respect human rights, 72.3% agree that

police culture supports provision of service delivery, 28.3% of officers think that vetting of police is necessary, 33.2% of officers believe that Policing oversight by independent bodies like IPOA is necessary, 57.7% of officers agree that the institutions created are necessary for police performance.

Table 4.13: Descriptive Statistics on the influence of professionalism on service delivery.

Statements	n	Mean	Std. Deviation
Police officers respect human rights	368	3.92	0.953
Police officers needs to be trained frequently to improve their policing skills	386	3.89	0.960
The police culture supports provision of service delivery	386	3.74	0.759
Police officers are highly professional	386	3.23	1.248
The institutions created are necessary for police performance	383	3.08	1.366
Policing oversight by independent bodies like IPOA is necessary	386	2.40	1.381
The vetting of police is necessary	386	2.30	1.284
Police officers are not ethical and lack integrity while handling issues	380	2.07	1.036

In terms of professionalism, Police officers respect human rights scored highest mean (3.92), followed by Police officers needs to be trained frequently to improve their policing skills (3.89). Police officers are not ethical and lack integrity while handling issues scored lowest (2.07).

The responses were that a total of 37.86% disagreed with the overall objective compared to a 53.85% who agreed that officers are very professional and that makes them to offer better services to their clients. A significant figure of 8.29% was not sure on the effect of professionalism on service delivery.

4.3.6. Service delivery by Kenya police service officers.

Table 4.14: Service delivery by Kenya police service officers.

Statements	Strongly disagree	disagree	Not sure	Agree	Strongly agree	Total
Insecurity is caused by laxity of police officers in the police service	124 (32%)	174 (45%)	17 (4%)	63 (16%)	8 (2%)	386 (100%)
Insecurity is as a result of inadequacy in training	137 (36%)	173 (45%)	33 (9%)	43 (11%)	0 (0%)	386 (100%)
Security can be increased with increased number of officers	28 (7%)	47 (12%)	0 (0%)	235 (61%)	76 (20%)	386 (100%)
Police culture supports increased insecurity	103 (27%)	196 (51%)	34 (9%)	28 (7%)	25 (7%)	386 (100%)
Insecurity is caused by lack of community policing	23 (6%)	89 (23%)	25 (7%)	195 (51%)	54 (14%)	386 (100%)
police public relation is cordial	12 (3%)	93 (25%)	31 (8%)	198 (54%)	34 (9%)	368 (100%)
Police personnel need to be trained public relations	5 (1%)	15 (4%)	33 (9%)	244 (64%)	87 (23%)	384 (100%)
training causes police officers not to engage in courteous relationship with the public	87 (22%)	176 (45%)	40 (10%)	62 (16%)	23 (6%)	388 (100%)
There is need to have well trained professionals in the police who deals solely with customer care issue	14 (4%)	67 (17%)	17 (4%)	203 (52%)	87 (22%)	388 (100%)
highly educated officers are best in tackling police-public relation conflict	58 (15%)	110 (28%)	70 (18%)	111 (29%)	39 (10%)	388 (100%)
Inadequate understanding of service delivery leads to corruption in police service	41 (11%)	144 (37%)	83 (21%)	87 (22%)	33 (9%)	388 (100%)
Corruption is direct result of demotivation of officers in the police service	22 (6%)	36 (10%)	45 (12%)	139 (37%)	137 (36%)	379 (100%)
there is corruption during police recruitment	22 (6%)	68 (18%)	100 (26%)	111 (29%)	87 (22%)	388 (100%)

There is corruption involved during process of transfers and promotion	31 (8%)	29 (8%)	100 (26%)	113 (29%)	115 (30%)	388 (100%)
Inadequate personnel has led the public to bribe the police for faster service delivery	52 (13%)	87 (22%)	75 (19%)	128 (33%)	46 (12%)	388 (100%)

From the above, 18.4% of officers think insecurity is caused by laxity of police officers in the police service. Only 11.1% believe that insecurity is as a result of inadequacy in training, 80.6% of officers think that security can be increased with increased number of officers, 13.8% believe that Police culture supports increased insecurity, 64.5% of officers believe that insecurity is caused by lack of community policing, 63% of officers agree that police public- relation is cordial, 86.2% of officers believe that police personnel need to be trained in public relations,21.9% of officers think that training causes police officers not to engage in courteous relationship with the public.

Also, 74.7% think that there is need to have well trained professionals in the police who deals solely with customer care issue,38.7% agree that highly educated officers are best in tackling police-public relation conflict, 30.9% of officers believe that inadequate understanding of service delivery leads to corruption in police service,72.8% of officers believe that corruption is a direct result of demotivation of officers in the police service,51% of officers believe that there is corruption during police recruitment,58.7% of officers think that there is corruption involved during process of transfers and promotion,44.9% of officers agree that inadequate personnel has led the public to bribe the police for faster service delivery.

Table 4.15: Descriptive Statistics on service delivery by Kenya police service officers.

Statements	n	Mean	Std. Deviation
Police personnel need to be trained public relations	386	4.04	.794
Corruption is direct result of demotivation of officers in the police service	379	3.88	1.171
Security can be increased with increased number of officers	386	3.74	1.127
There is need to have well trained professionals in the police who deals solely with customer care issue	388	3.73	1.101
There is corruption involved during process of transfers and promotion	388	3.65	1.205
There is corruption during police recruitment	388	3.45	1.179
Insecurity is caused by lack of community policing	386	3.44	1.161
police public relation is cordial	368	3.40	1.063
Inadequate personnel has led the public to bribe the police for faster service delivery	388	3.07	1.250
Highly educated officers are best in tackling police-public relation conflict	388	2.90	1.251
Inadequate understanding of service delivery leads to corruption in police service	388	2.81	1.152
Training causes police officers not to engage in courteous relationship with the public	388	2.38	1.167
Police culture supports increased insecurity	386	2.16	1.098
Insecurity is caused by laxity of police officers in the police service	386	2.11	1.093
Insecurity is as a result of inadequacy in training	386	1.95	0.941

The respondents were asked to give their views in regard and the manner in which they perceive the police force in relation to service delivery. On a scale of 1 to 5 with 1 being strongly disagree and 5 being strongly agree, Police personnel need to be trained public relations, scored highest mean (4.04). It was closely followed by Corruption is direct result of demotivation of officers in the police service (3.88). Security can be increased with increased number of officers, had a score of 3.74. Insecurity is as a result of inadequacy in training scored lowest (1.95), implying that majority of the respondents are in disagreement that insecurity is as a result of inadequacy in training.

4.4. Result analysis on Gazzetted officers

Senior police had a distributed level of education from secondary, diploma to Degree and their ages were 26 years and above. Some senior police managed as few as 50 police officers and most of them agreed that customer service provision to their clients was a challenge. They constantly try to solve these problems by either introducing a refresher course or giving lectures to their juniors. On being ask whether they will have some recommendation to improve customer service they gave establishment of police booth in major towns as part of the solution. Finally, they believed that there was still room for improvement on the customer service provision.

4.5. Results on analysis of civilians' data

The civilian analysis was categorized in termed of gender, age, purpose of visiting the police station and frequency of the visits.

Table 4.16: Civilians' gender

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	44	64.7	64.7	64.7
	Female	24	35.3	35.3	100.0
	Total	68	100.0	100.0	

The number of civilians interviewed to give their view on police service delivery was 68. With 44 (64.7%) of them being male while 24 (35.3%) were female. This indicate that mostly men are normally affected by incidences that require police intervention as opposed to women or are either shy to report or are least experiencing incidences that require police attention.

Table 4.17: Age of civilian respondents

Age	Frequency	Percent	Valid Percent	Cumulative Percent
Below 18 years	4	5.9	5.9	5.9
18 - 30 years	39	57.4	57.4	63.2
31 - 40 years	10	14.7	14.7	77.9
41 years and above	15	22.1	22.1	100.0
Total	68	100.0	100.0	

Majority of the civilians interviewed in the Nairobi county police stations 39 (57.4%) were of ages between 18 years and 30 years. The youths are seem to be proactive and are ever in the streets because this is the production age, they tend to rub shoulders with many different people hence seek police intervention in different matters affecting them. This was followed by those between 41 years and above with a number of 15 comprising 22.1% of all our interviewees. Those with ages below 18 years were 4 (5.9%) and those between 30 years to 40 years were 10 comprising of 14.7% of our interviewees.

Table 4.18: Purpose of visiting the police station

Purpose	Frequency	Percent	Valid Percent	Cumulative Percent
	8	11.8	11.8	11.8
Car robbery	4	5.9	5.9	17.6
Cracked windscreen	8	11.8	11.8	29.4
Loss of ID and title deed	3	4.4	4.4	33.8
Matter that may occur that day	4	5.9	5.9	39.7
Obtain P3 form	4	5.9	5.9	45.6
Report case	13	19.1	19.1	64.7
Security	3	4.4	4.4	69.1
Seek protection	17	25.0	25.0	94.1
Seeking police	4	5.9	5.9	100.0
Total	68	100.0	100.0	

Majority of the civilians were in these police stations to seek police protection. Seeking police protection meant reporting of incidences that were criminal in nature and mostly must have been

threatened. Moreover, others were there to report cases, obtain a P3 form, report lost properties etc.

Table 4.19: Frequency of seeking services from police

Frequency	Frequency	Percent	Valid Percent	Cumulative Percent
Didn't respond	4	5.9	5.9	5.9
One time	4	5.9	5.9	11.8
Rarely	48	70.6	70.6	82.4
Regularly	12	17.6	17.6	100.0
Total	68	100.0	100.0	

A total of 48 (70.6%) of the civilians in the stations say that they rarely visit police stations with 12 (17.6%) saying they visit police stations regularly to get police services and 4 (4.9%) were there for the first time. This implies that most of the incidences are not recurring after police intervention and it also reveals that civilians may be going for one time services such as seeking police abstracts, filling of P3 forms or they do report and do not follow up.

On asking members of the public on what should be improved in police service most of them protested that the police customer service as harsh for both the accused and the complainant and they would like public relation services to be improved. Majority of the civilians agree that nothing should be removed on how police deliver their services while others believe that laxity, corruption and arrogance should be removed. Civilians agree that war on crime, respect, civility and non-selective arrests should be improved on. Furthermore, members of the public recommended that police need to improve on how they handle civilians in terms of efficiency and public relation for them to boost their image.

There were a number of challenges that are affecting civilians when they are seeking police services which includes bribery for service, laxity from police officers to handle their case and being put to wait for long hours. In conclusion most of the civilians believed that customer care services were paramount in police service and police should work hard to improve their provision of the service.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction.

This chapter presented the discussion of key data results, conclusion deduced from the findings and recommendation made from the respondents. The conclusions and recommendations deduced were concentrated on addressing the intention of this research that was to examine the perceived factors influencing service delivery by the Kenya police service officers in Nairobi County. The chapter also recommended other probable areas open for research in similar or related fields.

5.2. Summary of findings.

This part indicates findings arrived at in respect of the research objectives. It indicates findings on how human resource management practices; how the level of education of an officer, how the numbers of officers per command, how police planning and the effect of professionalism of Kenya police officers affect serving delivery within the Kenya police service.

From the human resource management practices which is directed towards service delivery it should be able to maximize the employee performance, address motivation of police officers, recruitment and selection, training, transfers and placement, promotion and remuneration. Hence, in respect to table 4.5, in as much as the majority across the police ranks disagree that officers are always motivated in their work, the proportions of disagreement differ across the ranks are large, for example, 55.1% (n = 156) of the constables disagreed with the fact that Officers are always motivated in their work, 47.6% (n = 40) of the non-commissioned officers disagreed and 71.4% (n = 15) of the inspectorates disagreed.

The study deduced that the recruitment of recruit constables was not carried out fairly; this was represented by 53.90% and a standard deviation of 1.057 showing that the responses are fairly spread with almost half of the respondents disagreeing and the other half agreeing. Promotions were based on performance, 68% disagreed with a standard deviation of 1.227. Officers did not approve that there is consultative style of leadership, 54.10% represented by a standard deviation

of 1.216, and equally dismissed that salary and allowances are sufficient, 97.7% with a standard deviation of 0.583 indicating that the respondents almost had the same view.

The study established that highly educated officers have better conduct and approach, showed more maturity in tackling problems. This implies that the conduct and approach of the officers is highly dependent on their level of education. The more educated an officer is, the better the approach or conduct of the officer. This was supported by 56.8% of the respondents with standard deviation of 1.177. A large percentage also concurred that officers with higher levels of education get promoted faster with a standard deviation of 1.122. The same agreement was also noticed on report writing skills with a standard deviation of 1.036.

The numerical strength of personnel has been seen to directly impact on service delivery; this was supported by 81.1% and standard deviation of 1.034. The study also inferred that the police officers are adequately deployed 59.5% with a standard deviation of 1.134. However, 85.3%, with a standard deviation of 1.057, of Police officers claim that they are strained in their daily duties; this is attributed to longer working hours and sometimes extra duties during peak operation period like campaign and election periods.

The study revealed that a significant number of police officers, 57.73%, disagreed that there is enough planning taking place in order to boost service delivery. This is shown by insufficient supply of police uniform, distribution of rations and tools and equipment. Interestingly, on the other hand, 83%, with a standard deviation of 1.249, of the police officers believe that there is proper accommodation. From the research, 65% of the respondents with a standard deviation of 1.005 believe that preparation of policies do not take into account the general police needs.

The perception of officers on professionalism was generally that they were professional. A large number of 85% with a standard deviation of 0.960 think that officers need to be trained frequently to improve their policing skills. Independent oversight bodies like IPOA got a low approval rating within the police with 58.8% dismissing their roles in the police service this was represented by a standard deviation of 1.381 indicating that the respondents are sharply divided on their opinions on the role of the independent bodies. However, 57.6 % with a standard deviation of 1.366 were of the idea that the same institutions created are necessary for police performance.

Majority of the civilians agree that nothing should be removed on how police deliver their services. The police should also improve on customer care as that is very paramount especially on how they handle their clients in terms of speed and approach to cases.

5.3. Discussion of findings

This part of the chapter focuses on a detailed scrutiny of the major findings of the study which also entails comparing the study findings to the literature in order to come up with comprehensive conclusion.

5.3.1. Human resource management practices

Human resource management (HRM) is a task in agencies devised to boost employee productivity in service of an employer's calculated goals, (Johnason, 2009). HRM is mainly involved with the controlling of people in the agencies, concentrating on tact and on networks, (Collings, & Wood, 2009). However, this has not been the case within the police service. The respondents felt that much needs to be done in the area of the human resource management. For example, according to the British government (2004) in terms of promotions, the police high potential development scheme provides the opportunity to take an officer to the most senior position in the police service. But, from the research, it was found that recruitment and selection was not done in a transparent manner and that promotion was not based on performance. This was supported by findings by Kabia, (2013).

The study also revealed that officers are not motivated in their work. Motivation is a theoretical concept used to describe behavior. Motivation constitutes the cause for people's activities, wants, and requirements. It can also be defined as one's inclination to behavior or what makes an individual to want to persistently behave in a certain way and the converse is true, (Elliot, & Covington, 2001). This was confirmed by a large number of the respondents saying that the salaries and allowances are not sufficient, this is supported by a statement that 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 and that they are generally demotivated due to unnecessary transfers, and lack of consultative leadership.

The study further deduced that transfers in the Kenya police service were not carried out fairly; many officers were not satisfied with the way deployments were handled in Kenya police not being based on competence in a particular field. This is not in line with the provisions of Cap 23 force standing orders are followed to the letter. This finding was supported by Kabia (2013) whose research findings were the same.

On training, the respondents agreed that it impacts the necessary skills for service delivery. DiBella *el al* 1996, also concurred by saying that training plays the role of empowering the employees with new techniques and skills to empower them to conduct their business for high productivity.

5.3.2. Level of education of officers.

Bond, (2014) advanced that the medium to professional policing is higher education. Study findings indicate police officers who have attained a university degree exhibit preferable general job productivity and have better progress openings than their colleagues without a university degree. The study established that officers with higher education level get promoted faster, a high percentage agree that they have better conduct and approach, they are better at communication and report writing skills. Bond, (2014) continued to assert that none of the studies suggested education as a substitute for street experience. From the research, the respondents also stated that education should not replace street experience especially in promotion.

5.3.3. The number of personnel per police command.

The study deduced that the number of personnel per command directly affects service delivery: personnel in Nairobi County are adequately deployed and that monitoring and patrols are done efficiently. These findings agree with Police, (2004) that emphasized that the operational capacity of any organization depends on the human resource factor and how well they are facilitated to carry out their obligations in terms of technological support. The technological support will entail the basic equipment's that enable the organization to meet its goals.

The study equally deduced that the personnel weren't rotated for different tasks. This is also in accordance with (Naikuni, June 2012) who discovered that Staff rotation in the police service is

seldom done, ensuring that some officers stay in some stations for long periods to the exclusion of others. To apply the acquired skills, officers should be exposed to different duties. Rotating personnel to different duties and sections within the police establishment is sure way of achieving this.

5.3.4. Police planning

From the findings, the respondents rated coordination of activities within the police service as poor as indicated by 52.3%, with a standard deviation of 1.265, the respondents classified accommodation in their quarters as poor and is demonstrated by 83% with a standard deviation of 1.249, the respondents rated the flow of goods and services as poor and is indicated by a 72.1% with a standard deviation of 1.004. Generally, a high degree of 57.73% disagreed that there was any form of planning directed towards boosting police service delivery. Only 33.25% acknowledged any such planning takes place in the Police service. Officers also raised concerns over the dormancy of the Police planning and logistics directorate office. It emerged that the office only reacts to counter complaints by officers. This was associated with the government's failure to allocate sufficient resources to support the police department.

5.3.5. Professionalism of police officers.

Finally, 54.6% of officers, with a standard deviation of 1.248, believe that police officers are highly professional, 85% of officers, with a standard deviation of 0.960, think that Police officers need to be trained frequently to improve their policing skills, this is in agreement with the fact that Police officers have exhibited discontent that they were anticipated to acquire evidence without use of extra judicial means as an investigative method, while the investigative approaches they were up skilled to use were not yielding evidence acceptable to the court and cases were being dismissed. Police are faulted in whatever they do, (Kenya Human Rights Commission, 2006).

Only 17.6% with a standard deviation of 1.036 agree that police officers are not ethical and lack integrity while handling issues, 82.1% of officers, with a standard deviation of 0.953, believe that police officers respect human rights, 72.3% with a standard deviation 0.759 agree that police culture supports service delivery, 28.3% of officers, with a standard deviation of 1.284, think that

vetting of police is necessary, 33.2% of officers, with a standard deviation of 1.381, believe that Policing oversight by independent bodies like IPOA is necessary, this was in agreement with Kabia (2013) that found that the vetting of police officers was necessary, 57.7% of officers, with a standard deviation of 1.366, agree that the institutions, like IPOA, created are necessary for police performance.

5.4. Conclusions

Police service delivery in Kenya and more specifically in Nairobi County has been a subject of discussion in many forums. The study revealed that the tenets of human resource management practices are not addressed adequately within the Kenya police service. Specifically, the study identified the issue of salary and allowances as the thorniest issue and it needs to be addressed as soon as possible. The government was also widely blamed as being very reluctant and unwilling to implement the salary increment for the police services fully. This view was supported by key informants who noted that the government had been over-zealous on police salary increment, but when it came to execution there was no indication of full dedication to those plans.

On the aspect of the level of education of an officer, the study depicted that an officer with higher level of education provides better services as compared to his or her counterparts who have a lower level of education. However, the percentage depicting those not sure was relatively high suggesting that the respondents were either complacent or did not care at all whether one is educated or not and its effect on the delivery of services. Officers should pursue higher education in order to realize better remuneration, report writing skills and even communication skills.

The study underlined that the number of officers per command directly affects the service delivery stating that it was a common sense in the police service to be able to deliver with many on an assignment. However, a significant percentage revealed that they were strained in their duties due to longer working hours per day, usually, 12 hours. This makes them to be fatigued, lack focus and may in turn divert their frustrations to the clients.

The disciplined services must remain pegged on planning for proper service delivery. The study has established that police planning affect service delivery. The study revealed that there was little form of planning directed towards boosting police service delivery. The officer decried poor accommodation, supply of good and services that included uniforms, insufficient tools for

operations and lack of proper policies to take care of police needs. The management should strive to consult the officers under their command especially in regards to supplies of tools and equipment, uniforms and their opinions on policies that will affect them.

On the matter professionalism of Kenya police officers and service delivery, the study revealed that police officers are highly professional. However, minor lapses in service delivery coupled with many years of not attending refresher courses made the respondents to recommend that police officers need to be trained frequently to improve their policing skills. The study further revealed that with the powers bestowed on the police, independent oversight bodies were necessary for the purposes of monitoring police actions when delivery their services to the public.

5.5. Recommendations.

The following recommendations were arrived at on the basis of the research discoveries and conclusions.

   i.   There should be proper human resource management practices tenets should be followed to the letter and a policy should be developed to employ only those that are competent in this field to head the department.

  ii.   Police commanders should encourage the employment/ recruitment of officers with a minimum aggregate grade of C+ that ensures better communication skills and proper handling of the clients.

 iii.   More personnel should be deployed in Nairobi County to minimize the working hour to, at least, 8 hours per day. This will in turn reduce fatigue on the said officers.

 iv.   Officers should be consulted on the issues of planning especially in the field of operation and their residential quarters.

  v.   The police need to be frequently subjected to refresher courses in order to enhance their professional skills to policing

5.6. Recommendations for further studies.

From the study and associated conclusions, the researcher advocates additional studies should be done on the challenges facing the implementation of police reforms. Further research should be carried out on the influence of the creation of the NPS on performance. The study also recommends further studies should be carried out on the challenges facing the formation of a police union pursuant to articles 24 and 41 of the constitution of Kenya.

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APPENDICES

Appendix I: Introductory letter

Dear Respondents,

RE: **AN INVESTIGATION INTO THE PERCEIVED FACTORS INFLUENCING SERVICE DELIVERY BY KENYA POOLICE SERIVICE OFFICERS IN NAIROBY COUNTY, KENYA.**

I want to thank you for your obligingness to take part in this research. My name is Nelson Oreje and I am pursuing a Masters of Arts in Project Planning and Management at the University of Nairobi. You have been picked out for the purposes of the study by the fact of you being a police officer. The attached questionnaire is aimed at investigating the perceived factors influencing serving delivery by Kenya Police Service personnel.

Please take time to complete the questionnaire. Your frank response will be appreciated. High level of confidentiality will be assured. The information acquired will be used absolutely for academic reasons.

Thank you all in advance.

Yours sincerely,

Nelson Oreje

M.A Student. University of Nairobi.

Appendix II: Questionnaire for members of inspectorate and below.

This questionnaire is being administered to investigate the perceived factors influencing service delivery by the Kenya police service personnel in Nairobi County, Kenya. Kindly respond to the queries openly. The information you provide will be handled with maximum secrecy and will only be used for research intentions by the researcher himself.

SECTION A: General Information for statistical purposes only.

1. What is your gender?

☐ Male ☐ Female

2. How long have you been in the service?

☐ 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

☐ Diploma level

☐ Bachelor's Degree

☐ Masters level

Others; (please specify)...

SECTION B

Part 1: Human Resource Management Practices

Kindly specify the degree to which you either **AGREE** or **DISAGREE** with each of the accounts by picking one bracket that predominantly parallels your required answer.

	Human resource management practices	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
1.	Motivation and incentives improve provision of services.					
2.	Officers are always motivated in their work.					
3.	Recruitment and selection is done in a transparent manner					
4.	Recruitment and selection requirements are sufficient and necessary e.g. height, teeth color etc.					
5.	Training impacts the necessary skills for customer service.					
6.	Training do breed corruption					
7.	Transfer and promotion is always fair.					
8.	Transfer and promotion determine the way customer service is offered.					
9.	Promotion is based on performance.					
10.	Tenets of human resource management practices are applied in the Kenya Police Service					
11.	Consultative style of leadership is employed in the Kenya police service.					
12.	The police salary and allowances are sufficient.					

Part 2: Level of Education

	Level of education	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
1.	Officers with higher education level e.g. degree holders, get promoted faster					
2.	The more an officer is educated the more adaptable he is to any environment.					
3.	Officer with higher education level have better conduct and approach.					
4.	Higher level of education helps officers to be better in Expression and communication.					
5.	Highly educated officers are better problem solvers.					
6.	Highly educated officers have good report writing skills					
7.	Street experience should replace education in promotion considerations.					

Part 3: Planning.

	Planning	Strongly disagree	Disagree	Not sure	Agree	Strongly agree.
1.	Coordination of activities within the Kenya police service e.g. communication, are smooth					
2.	Police officers are not properly accommodated in their quarters.					
3.	Goods and services in the police flow smoothly					
4.	Coordination of different departments					

		Strongly disagree	Disagree	Not sure	Agree	Strongly agree
	within the police service is efficient					
5.	Preparation of policies for the entire police service takes into account general police needs.					
6.	The tools and equipment are sufficient for operation.					

Part 4: The number of Personnel

	Number of Personnel	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
1.	The numerical strength of personnel per command directly affects service delivery.					
2.	Monitoring and patrols are done effectively.					
3.	Personnel in Nairobi county command are adequately deployed.					
4.	Police officers are strained in their daily duties.					
5.	Personnel are rotated for various duties.					

Part 5: Professionalism

	Professionalism	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
1.	Police officers are highly professional.					
2.	Police officers need to be trained frequently to increase their policing skills.					
3.	Police officers are not ethical and lack integrity when handling policing					

	issues.					
4.	Police officers respect human rights.					
5.	The police culture supports service delivery.					
6.	The vetting of police is necessary.					
7.	Policing oversight by independent bodies like IPOA is necessary.					
8.	The institutions created are necessary for police performance.					

Part 6: Service delivery by Kenya police service officers.

	Service delivery by Kenya police service officers.	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
1.	Insecurity is caused by laxity of officers in the police service.					
2.	Insecurity in Kenya is as a result of inadequacies in training.					
3.	Security can be increased with the increased number of officers.					
4.	Police culture supports increased insecurity.					
5.	Insecurity is caused by lack of community policing.					
6.	Police-public relation is cordial.					
7.	Police personnel need to be trained in public relations.					
8.	Training causes police officers not to engage in courteous relationship with the public.					
9.	There is need to have well trained					

	professionals in the police who deal solely with customer care issues.					
10.	Highly educated officers are best in tackling police-public relations conflicts.					
11.	Inadequate understanding of service delivery leads to corruption in the police service.					
12.	Corruption is direct result of demotivation of officers in the police service.					
13.	There is corruption during police recruitment.					
14.	There is corruption involved during the process of transfers and promotion.					
15.	Inadequate personnel have led the public to bribe the police for faster service delivery.					

THANK YOU.

Appendix III: Senior Officers Interview Schedule.

This interview schedule is to be administered to the Police Gazzetted officers. To be targeted by this interview schedules are the Assistant Superintendent of Police and above who are regarded to as senior managers in the service.

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

Section 1: Background information.

1) What is your gender?

☐ Male   ☐ Female

2) How long have you been in the service?

☐ Under 5 years.

☐ 6-15 years.

☐ 16-25 years.

☐ 26-35 years.

☐ Over 35 years.

3) What is your rank?

☐ Assistant Superintendent of Police.

☐ Superintendent of police.

☐ Senior Superintendent of Police.

☐ Commissioner of Police.

☐ Assistant Inspector General.

4) What is your highest level of education?

☐   Primary level

☐   Secondary level

☐   Diploma level

☐   Degree level

☐   Masters level

Others; (please specify)…………………………………………………………………...

Section 2: general information on service delivery.

1) Approximately how many Police officers are under your command?................................
   …………………………………………………………………………………………
2) How many client complaints do you receive in a week?...
   …………………………………………………………………………………………
3) Are these complaints from internal or external clients?..
   …………………………………………………………………………………………....
4) How do you address the complaints received at your desk?...
   …………………………………………………………………………………………
   …………………………………………………………………………………………
5) How do you address issues (if any) that are raised by officers regarding their
   deficiencies?...
   ....
6) How do you address issues (if any) that are raised by members of the public regarding
   officers under your command?...
   …………………………………………………………………………………………
   …………………………………………………………………………………………

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

………………………………………………………………………………………………

………………………………………………………………………………………………

………………………………………………………………………………………………

………………………………………………………………………………………………

………………………………………………………………………………………………

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

………………………………………………………………………………………………

………………………………………………………………………………………………

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………………………………………………………………………………………………

8) In your own words are police officers under your command satisfied with the way services are provided?...

………………………………………………………………………………………………

9) Would you recommend any changes to the Customer service approach of the Kenya police?

☐ Yes   ☐ No

10) If yes, what changes would you want addressed to effectively provide customer service?

………………………………………………………………………………………………

………………………………………………………………………………………………

………………………………………………………………………………………………

…………………………………………………………………………………………….

11) In your opinion, how competent are the officers holding senior positions in police

Management?...

....

....

....

THANK YOU.

Appendix IV: Clients/ Civilians Interview Schedule

Thank you for agreeing to talk to me today. This is the process of studying how civilians perceive services offered to them by the police and would like to include your input in the study. The information given will be handled with confidence**.**

Section 1: Background information.

1) What is your gender?

☐   Male   ☐   Female

2) How old are you?

☐   Below 18 years

☐   18-30 years

☐   31- 40 years

☐   41 years and above

Section 2: general information on service delivery.

Do you access the Kenya Police Services?.

   o   For what purpose?..

   o   How often?...

   o   From where?...

2. What would you like to see improved in the manner the Kenya police deliver their services?...
....
....

3. Would you remove anything from the manner the police deliver their services?...
....

4. Should anything be maintained in the way police deliver their services?..
....

5. Do you have any other recommendations for changing the way services are rendered at the police stations?...

……………………………………………………………………………………………

6. What is important to you when you go to a police station to seek their service?..
....

7. What major challenges do you face in the process of seeking services from a police station or any other Kenya police offices in Nairobi?..

……………………………………………………………………………………………
……………………………………………………………………………………………

Closing

Do you have any other information you would like to add concerning Kenya Police Service delivery especially in regards to your experience with them?..

……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………

THANK YOU.