

Full Length Research Paper

Influencing factors of service delivery in the national police service: a case of the Kenya police in Nairobi County

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Over the past decade, the government has been carrying on Public Service reforms focusing on streamlining the Police Service; harmonizing pay benefits; and putting in place interventions to enhance efficiency in the Service. The establishment of the National Police Service which comprises of the Kenya Police Service and Administration Police Service was part of the Police Reforms aimed at professionalizing service delivery in the Police. Despite the reforms, service delivery in the National Police Service has been and continues to draw attention from the external and internal environment. There are various factors that affect the delivery of service and it was the purpose of the study to analyze the factors influencing service delivery in the National Police Service. Stratified sampling technique was employed. The Police Officers were divided into three levels and then simple random sampling was used that gave a representative sample for each level. This research involved triangulation (use of multiple research tools e.g. questionnaires and in-depth interviews). The collected data was processed using SPSS computer package, analyzed and presented using frequency tables, bar charts, and pie charts. The study found out that the police service has embraced ICT in its service delivery which has affected service delivery positively. The study recommends that firms should focus on the employee wellbeing at work as it enhances a healthy workforce which in turn improves the service standards of the firm.

Keywords: Police Service and National Police Service.

INTRODUCTION

Service delivery involves a comparison of expectations with performance. Service is perceived as a set of activities performed by an organization that aims at creating value, which includes specific services or economic activities, acts or performance to customers as well as other organizational activities that are part of the value creation process such as leadership and management styles, structure of operations, customer relationship initiatives, etc and not services as market offerings only (Edvardsson, 2005).

In 2009, the government appointed a taskforce as an important step towards drawing a road map for the Police Reforms. The Commissioner of Police is committed to a Police Service whose members are motivated, people friendly, open, relaxed and honest with one another and

the public; know their role and mandate and be proud of their job; appreciated by the public etc. (Ransley Report 2009).

The just concluded Constitutional review holds a promise for the establishment of an emancipated Police Service that will operate in conformity with democratic transformation from the current practice of Regime Policing to Democratic Policing (Community Policing). These measures augur well with the Police Reforms as well as the goodwill of citizens. An international survey conducted in January 2003 placed Kenyan's as the most optimistic citizens in the world. The Government will do well to tap into this optimism. It is the energy that will drive the nation's transformation to its desired destination.

Justification of the Study

The Kenya Police Service faces unprecedented pressure

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to improve service quality. In the last five years, The Kenya Police Service has had a lot of changes in terms of remuneration, fair recruitment, enhanced performance indicators and so on yet the efficiency seem not to be proportionate to these changes.

This study focused on the factors influencing service delivery in the police service, being a case study of the Administration Police in Nairobi County. This was premised on the fact that the Police service had been operating long enough to give the kind of academic insight the study sought to offer. Thus it was necessary to determine what proportion of these factors are affecting service delivery and thus improve the output in the service delivery of the police service. Identifying the problems the Kenya Police Service faces on service delivery is important for the following reasons:

The study will help the public to get proper service delivery as there would be enhanced output arising from a motivated trained and well remunerated Police Service. The study will also reduce the mistrust between the public and the police service by demystifying the operations of the Police Service. The historical and corporate culture of the Police Service will be under review.

Recommendations from the study will help and guide the implementing agencies for example the National Police Service Commission and Independent Police Oversight Authority among others to formulate better policies for corporate governance and efficient service delivery.

Background of the Study

The delivery of service in the Police Service has been and continues to draw attention from the external and internal environment. There are various factors that affect service delivery and it is the purpose of the study to analyze those factors and come up with recommendations on how to improve service delivery.

The East African Bribery Index Report (2011) put the Kenya police as the only corrupt institution in the top ten within EAC institutions member states. In the total 115 institutions listed, Kenya had 35 including the Kenya police, the report said.

The police index of corruption increased from 77.7 per cent last year to 81 per cent, although there was a reduction in the number of police asking for bribes. In all the five EAC countries the police ranked number one in corruption (The Star, 22 October, 2011). The World Bank Report (2011) ranked the Kenya Police with the highest number of complaints in Kenya. The number of complaints increased from 45% to 60% in the year 2011 (World Bank, 2011). This in turn has not translated well in the police service's institutional service theory (for a short delivery summary see Kondragiven and Higgins, 1998, p. 744) has been the role of institutional norms. After a research project on schools, Meyer and

The Government has been carrying on Public Service reform over the past decade focusing on streamlining the National Police Service; harmonizing pay benefits; putting in place intervention to enhance efficiency in the service. The National Police Service comprising of the Kenya Police Service and the Administration Police Service was part of the Police Reforms aimed at improving service delivery. Despite the reforms in the Public Service wage bill has remained high relative to GDP and Government revenue (ROK 2007). In addition the gains from staff reduction earlier envisaged, including productivity, improvement and better service delivery, have remained elusive (Edvardsson, 2005). Service delivery is affected by various factors such as remuneration of its workforce, training and availability of resources, ICT, promotion procedures, and culture of the systems among other factors (Luis and Joana, 2005). It was therefore the intention of this study to find the extent of the impact these factors had on delivery of service in the NPS.

The New Public Management Theory

The theoretical underpinnings of ICT application in public services come from the new public management (NPM) which originated in the late 1970s in the United Kingdom, Australia and New Zealand. Since then, it has come to dominate thinking about the public sector reform and is hailed as a new paradigm.

Different factors led to the emergence of NPM, some of which are: fiscal crises of governments, poor performance of the public sector in different arenas, imperious bureaucracy, lack of accountability, corruption, changes of people's expectati

better alternative forms of service delivery (Common 1998 and Minogue 1998 cited in Sarker 2006).

NPM heralds the transformation of the citizen into a customer of public services, who pays for public services, and hence has choice and the exit option, and the opportunity to give feedback on public service delivery (Prakash and Singh). As per NPM philosophy modern government should be customer oriented, competitive and result oriented, and thus ICT has a room to play for enhancing the effectiveness of government services. In short, as a strong theoretical foundation, the concept of new public management is used to strengthen the need and importance of ICT in the public sector.

Institutional Theory

The problem of whether performance measurement could improve public service delivery can be examined by applying the institutional theory. One major topic of the (for a short delivery summary see Kondragiven and Higgins, 1998, p. 744) has been the role of institutional norms. After a research project on schools, Meyer and

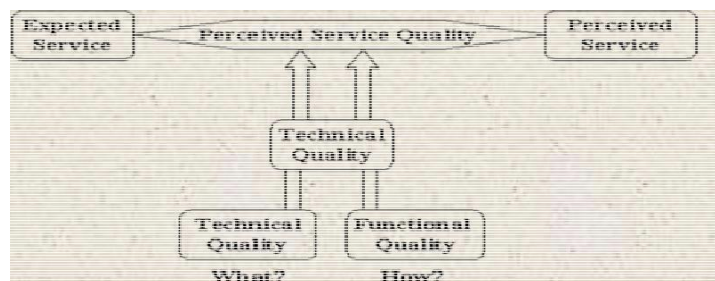


Figure 1. Gronroos's Service Quality Model

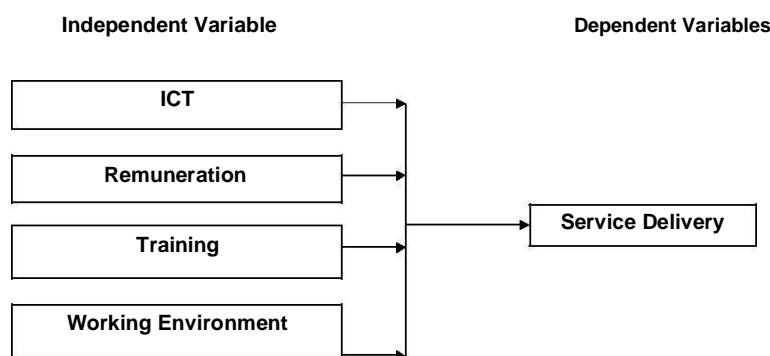


Figure 2. Conceptual Framework

Scott (1983), back in the 1970s, formulated the hypothesis that a continuum of organisations exists running from those dominated by technical criteria (e.g. manufacturing companies) to those dominated by “institutional” criteria public administrations).

Conformity to societal and cultural expectations or, more generally speaking, to external institutional norms, are the most relevant factors for this type of organisations. With this type of organisations conformity to the institutional norms of the external environment enhances their survival capabilities, opens access to resources and increases their stability. Following Greenwood and Higgins (1988), institutional norms deal with appropriate domains of operation, principles of organizing, and criteria of evaluation.

Values and beliefs external to the organisation play a significant role in determining organizational norms. “Institutional” organisations may conform to these rules and requirements in order to increase their legitimacy (DiMaggio and Powell, 1991; Meyer and Rowan, 1977). Roy and Sèguin (2000) are convinced that in the reasoning of the institutional theory, performance measurement is not adopted as technical efficiency-oriented approach for increasing the productivity of public services but mainly for its symbolic values in order to meet important external stakeholder expectations.

Some proponents of institutionalism would also support the notion that performance measurement with its

seeming rationality can also be seen as a step towards mythologizing public service providers as (economically) rational organisations. If there are obvious gaps between the reported performance and the real performance it is (likely.g.that schools, any stakeholder group private whose interests nonpro are served by pointing at this discrepancy will draw the attention to this gap (figure 1).

Conceptual Framework Adopted

The conceptual framework underlying this study was based on the concept that terms and condition of service in the civil service determine output as shown in figure 2 below

METHODOLOGY

The aim of the study was to investigate into factors influencing service delivery in the national police service in the Kenya police in Nairobi County. The population was limited to Police Officers based in Nairobi County. The target population was 1300 Police Officers in their various ranks which were categorized into three i.e. the Gazetted Officers , (Commissioner of Police, Senior Deputy Commissioner of Police I, Senior Deputy Commissioner of Police II, Deputy Commissioner of Police, Senior Assistant Commissioner of Police,

Table 1. Sample size

Category	Target Population	Sample ratio	Sample size
Senior officers	25	0.1	3
Superintendents and Inspectors	175	0.1	17
Low ranking officers	1100	0.1	110
Total	1300	0.1	130

Table 2. The effect of ICT on service delivery in the Police Service

	Excellent	Very good	Neutral	Fair	Poor	Mean	Stdev
Investment in ICT	2	22	4.1	6.1	65.3	4.6	0.3
ICT infrastructure	2	35	8.2	14.3	40.8	4	0.2
Knowledge and skills in ICT	2	29	8.2	6.1	55.1	4.6	0.3
ICT policy	4.1	29	14.3	18.4	34.7	3.7	0.3

Assistant Commissioner of Police, Senior Superintendent and Superintendent) Members of Inspectorate (Chief Inspector and Inspector) and Other ranks (Senior Sergeant, Sergeant, Corporal and Police Constables). The method used to carry out the research is as described in the section that follows.

Research Design and Sample Size

The study adopted descriptive research design. Creswell (2003) observes that a descriptive research design is used when data are collected to describe persons, organizations, settings or phenomena. Descriptive design was ideal as the study was carried out in a limited geographical scope and hence is logistically easier and simpler to conduct considering the limitations of this study (Mugenda 2008).

The population under investigation consisted of the staff working under the Kenya Police Service. Using simple random sampling, a sample of 130 officers was selected at random. According to Mugenda and Mugenda (2003) a sample size of at least 10% of the total target populace is considered sufficient. Stratification was used to divide the population into different strata so as to draw randomly a predetermined number of units. Stratification introduces an element of control as a means of increasing the precision and representativeness. Stratified random sampling was then applied to pick and develop sample that satisfied the needs of the study (table 1).

RESEARCH FINDINGS

From the findings, the respondents rated investment in ICT and knowledge and skills in ICT as poor as indicated by a mean of 4.6 respectively, the respondents rated ICT infrastructure as poor as indicated by a mean of 4.0, finally the respondents rated ICT policy as poor as indicated by a mean of 3.7. This is in line with the literature review where Pathak et al., (2008) suggest that ICT initiatives can make important contributions to improving public services they can best do so by helping improve overall relationships between governments and citizens (table 2).

From the findings, the respondents rated involvement in decision making as poor as indicated by a mean of 4.4, the respondents rated job satisfaction as poor as indicated by a mean of 4.3, the respondents rated distribution of work and level of delegation as poor as indicated by a mean of 3.9 respectively, finally the respondents rated job security as fair as indicated by a mean of 3.8. This is in line with the literature review where Hicks and Adams (2003) argue that payment and incentives are seen as having a profound effect on performance. Raising wages in developing countries where workers are paid less than in developed countries will increase productivity (table 3).

From the findings, the respondents rated involvement in decision making as poor as indicated by a mean of 4.4, the respondents rated management of the training function as fair as indicated by a mean of 4.3, the respondents rated distribution of training opportunities as

Table 3. The impact of remuneration on service delivery in the Police Service

	Excellent	Verygood	Neutral	Fair	Poor	Mean	Stddev
Job satisfaction	2	22	4	6.2	64.3	4.3	0.3
Job security	35	10.3	12.2	40.8	2	3.8	0.2
Distribution of work	2	6.1	8.2	29	55.1	3.9	0.3
Level of delegation	4.1	29	14.3	18.4	34.7	3.9	0.3
Involvement in decision making	2	26.3	4.1	6.1	60	4.4	0.2

Table 4. The effect of training on service delivery in the Police Service

	Excellent	Verygood	Neutral	Fair	Poor	Mean	Stddev
Management of the training function	2	22	4	64.3	6.2	4.3	0.3
Level of understanding of the training policy guidelines	2	10.3	12.2	40.8	35	3.7	0.2
Relevance of training programme	2	6.1	8.2	55.1	29	3.7	0.3
Distribution of training opportunities	4.1	29	14.3	18.4	34.7	3.9	0.3
Involvement in decision making	2	26.3	4.1	6.1	60	4.4	0.2

Table 5. The effect of working environment on the delivery of service in the Police Service

	Excellent	Verygood	Neutral	Fair	Poor	Mean	Stddev
Training facilities	2	32	4	6.2	54.3	3.8	0.3
Administration facilities i.e. offices, waiting areas etc.	8	10.3	39	41	2	3.5	0.3
Housing	2	39	8.3	6	45.1	4	0.1
Recreation areas	4.1	33	14.2	18.5	30.7	4	0.3
Enough space in the offices	35	1	7.1	53.5	2	3.8	0.3
Safety measures and general repairs	15	2	6	1	74.6	4.4	0.2

poor as indicated by a mean of 3.9, finally the respondents rated level of understanding of the training policy guidelines and relevance of training programme as fair as indicated by a mean of 3.7 respectively. This relates with the literature review where Eseryl (2005) notes that evaluation is an integral part of training and development interventions that help determine the effectiveness of instructional interventions, which in return increase organizational performance (table 4).

From the findings, the respondents rated safety measures and general repairs as poor as indicated by a mean of 4.4, the respondents rated housing and recreation areas as poor as indicated by a mean of 4 respectively, the respondents rated enough space in the offices and training facilities as fair as indicated by a

mean of 3.8 respectively, finally the respondents rated administration facilities i.e. offices, waiting areas etc. as fair as indicated by a mean of 3.5. This is in line with the literature review where Goldstein and Ford (2001) point out that point factors in the work environment include as co-workers, air quality, ergonomic seating, management (the boss!), noise, and even the size of one's cube. A work environment doesn't require a job. It requires that work has to be done in some place (table 5).

Regression Analysis

In addition, the researcher conducted a linear multiple regression analysis so as to test the relationship among

Table 6. Coefficient of determination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.763	.450		7.693	0.000
ICT	2.191	0.169	0.997	0.127	0.001
Remuneration	1.788	0.285	0.465	0.149	0.002
Training	0.886	0.540	0.387	0.197	0.003
Facilities	0.448	0.252	0.310	0.269	0.004

Source: Research, 2012

variables (independent) on the service delivery in the National Police Service. The researcher applied the statistical package for social sciences (SPSS) to code, enter and compute the measurements of the multiple regressions for the study (table 6).

The researcher conducted a multiple regression analysis so as to determine the affect service delivery in the National Police Service and the four variables. As per the SPSS generated table 4.8, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes: $Y = 3.763 + 2.191X_1 + 1.788X_2 + 0.886X_3 + 0.448X_4 + \epsilon$

Where Y is the dependent variable (service delivery), X_1 is the ICT variable, X_2 is remuneration variable, X_3 is training variable and X_4 is facilities variable.

According to the regression equation established, taking all factors into account (ICT, remuneration, training and facilities) constant at zero, service delivery will be 3.763. The data findings analyzed also show that taking all other independent variables at zero, a unit increase in ICT will lead to a 2.191 increase in service delivery; a unit increase in remuneration will lead to a 1.788 increase in service delivery, a unit increase in training will lead to a 0.886 increase in service delivery, a unit increase in service quality will lead to a 0.448 increase in service delivery. This infers that ICT contributes more to service delivery in the National Police Service.

At 5% level of significance and 95% level of confidence, ICT had a 0.001 level of significance; remuneration showed a 0.002 level of significant, training showed a 0.003 level of significant, facilities had a 0.004 level of significant; hence the most significant factor is ICT.

CONCLUSION

The study concludes that the police service embraced ICT in its service delivery and that ICT employed in the police service affected service delivery. The study as well concludes that investment in ICT and knowledge and skills in ICT, ICT infrastructure and ICT policy as poor. The study also concludes that that the remuneration in the service for their rank was far below their expectation

and that there should be with standardized remuneration according to rank. It also concludes that involvement in decision making, job satisfaction and distribution of work and level of delegation as poor.

Additionally, the study concludes that training programs in the police service were available and that the training level and capacity in the police service was inadequate. The study also concludes that involvement in decision making and distribution of training opportunities as poor and management of the training function as well as training policy guidelines and relevance of training programme as fair.

Finally, the study concludes that there were no enough facilities in the police service for effective service delivery and that the facilities in the police service were inadequate for effective service delivery. The study also concludes that safety measures and general repairs as poor and training and administration facilities as fair.

RECOMMENDATIONS

The study recommends that the study concludes that, firms should focus on the employee wellbeing at work since it promotes advantages to the institution by having a healthy workforce which will in turn improve the service standards of the firm.

The study further recommends that the police service should invest in training and development of staff as this will lead to achieving staff productivity and an increased understanding of the new technology courses incorporated into the syllabus as well as lead to the realization of the institutions goals and objectives.

The study further recommends that the police service should invest in a strong strategic reward management team so as to ensure that the staff is rewarded in accordance with their value to the police service by giving them monetary incentives which are needed to encourage staff to put extra effort so as to achieve fairness.

The study recommends that the staff at the police service should be involved joint decision making and problem solving as this will make communication across

the whole levels of management effective and make problem solving fast which will in turn lead to the development of the police service.

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