

**INTERNAL FACTORS INFLUENCING SERVICE DELIVERY WITHIN THE  
KENYA POLICE SERVICE IN KITUI COUNTY**

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**AUGUST, 2016**

**DECLARATION**

This research project report is my original work and has not been presented for any other academic award in any university.

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## **DEDICATION**

This research project report is dedicated to my family, employer as well as my comrades for supporting me all right through the study.

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## **LIST OF ABBREVIATIONS**

<b>AI</b>	Amnesty International
<b>CIPEV</b>	Commission of Inquiry into the Post-Election Violence
<b>CHRI</b>	Commonwealth Human Rights Initiative
<b>CI</b>	Chief Inspector
<b>CPL</b>	Corporal
<b>FSO</b>	Force Standing Orders
<b>GO</b>	Gazetted Officer
<b>IGP</b>	Inspector General of Police
<b>IP</b>	Inspector
<b>KHRC</b>	Kenya Human Rights Commission
<b>PC</b>	Police Constable
<b>SGT</b>	Sergeant
<b>S/SGT</b>	Senior Sergeant
<b>SPSS</b>	Statistical Package for Social Scientists

## **DEFINITION OF TERMS**

<b>Crime:</b>	Offence punishable by law (Sugarman, B. (2010).
<b>Culture:</b>	A people's way of life (Munice, J.(2008).
<b>Leader:</b>	A person who influences behavior of people in an organization (Densten, L(2012).
<b>Management:</b>	The process of planning, organizing, staffing, leading and controlling the organizations resources to achieve organizational goals.( Martin, J.(2008).
<b>Police officer:</b>	Means a member of the National police service (Kiraithe, E.K, (2011)
<b>Reform:</b>	To improve a system or organization by making changes on it or altering its status.(Njuguna, N.(2013)
<b>Resources:</b>	Supply of money, materials, staff and other assets necessary for effective operation.(Njuguna, N.(2013)
<b>Service delivery:</b>	The act of providing policing service to customers.(Bryden, W.(2010)
<b>Structure:</b>	State of being well organized or planned with all the parts linked together.(Amnesty International, (2013)
<b>Training:</b>	The process of learning the skills needed to perform a particular job.(Kiraithe, E.K.(2011)

## **ABSTRACT**

Service delivery process has not been an easy undertaking since it has been faced by numerous factors some emanating from outside the external environment others from within the organization. This research project was therefore an attempt to discuss the internal organizational factors on the service delivery in Kenya police service as an organization with police commands within Kitui County being the area of survey. This project assessed organizational culture, leadership, resources and organizational structure as the main internal factors that affect service delivery in the Kenya police service in Kitui County. It also presented descriptive research design, how to generate questionnaires and data analysis. The study adopted a descriptive survey research design that aimed at analyzing the service delivery in the Kenya police service Kitui County. The target population was police officers working in police commands within Kitui County who are about 460 from which a sample of 138 officers was used to obtain information. The researcher adopted stratified random sampling technique which enabled sufficient representation of officers across all ranks in the service. The main method of data collection was through the use of questionnaires both structured and unstructured and interview guide which are appropriate and effective to use by the researcher. Data analysis was done through the use of SPSS version 22. Presentation was done through the use of tables, pie charts, and bar graphs. Descriptive statistics enabled the researcher present the data in a meaningful manner while inferential statistic used a random sample data taken from a population. The results of this study was important to policy makers, supervisors, team leaders and managers of the police service, fellow researchers among other beneficiaries especially in the field of reforms in the National police service and management in general to enhance and better the employees' performance in the future

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Service delivery is perceived as a set of activities performed by an organization that aims at creating value, which includes specific services, economic activities, 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, organization cultures, customer relationship initiatives, etc (Edvardsson, 2005). According to Batley R. (2010) Public service is provided by government to people living within its jurisdiction, either directly through the public sector or by financing provision of services. The term is associated with a social consensus usually expressed through democratic elections that certain services should be available to all, regardless of income. Public services are neither publicly provided nor publicly financed, for social and political reasons they are usually subject to regulation to most sectors. Public when made in the public's interest and motivations can provide Public services. Public service is also a course that can be studied at a college or university. Examples of the types of public services are the fire brigade, police, army, and paramedics.

The significance of the service delivery involves the central thrust to the achievement of an excellent service for the Government and for the public as customers. It is also essential for economic reasons because of the importance for national competitiveness of the Civil Service (Ahem, 2007). Civil servants therefore must continue with the improvement programmes in order to meet the upcoming challenges facing the country achieving and experiencing rapid economic and social development.

Effectiveness in customer service typically refers to doing the right things and measures constructs like customer satisfaction on dimensions, such as service quality, speed, timing, and human interaction. Service delivery is effective whenever its outcomes and accomplishments are of value to its customers (Stockwell, 2006). Service quality is important to public sector from a referral and repeat customers perspective. If service

providers do not perform up to the expected level of the customer, this negatively affects service delivery ratings. This can cause negative word-of-mouth communications to run rampant. Conversely, if service providers perform at or above the customer's expectation, positive word of- mouth is spread. Service delivery survey instruments identify the level of services provided by an organization so that improvements can be made according to the results. Thus, the better organization understands how their customers evaluate their services, the better the organization can provide what the customers want.

According to Batley and Mcloughlin (2010) the challenges to service delivery include Political market imperfections concerning the relationships between politicians and citizens. These include a lack of credibility in the political promises politicians make to citizens. Policy incoherence is another challenge both within and across sectors in policy design, structure and roles causing some part or the entity policy design to become unimplementable. This can be horizontal, with overlapping mandates and confused responsibilities among co-providers and other public bodies. Finally, there is another service delivery challenge of ineffective performance oversight, where formal processes for monitoring and supervision are not followed and informal processes are insufficient. This includes cases where monitoring and supervision processes are not clearly defined.

In most countries of the world, public service organizations underwent rapid changes after Second World War. Many countries of the world are seriously implementing public service management restructuring with a focus of enhancing efficiency and effectiveness in the public service delivery. Hood (2013) argues out that from the onset, the reforms were focused on defense sector, economic sector, administrative, political and law enforcement. Restructuring public service management has been an on-going process in many countries of the developed and developing region for over two decades. International organizations with an intention to transform the old administration. The impulse for such restructuring came as a result of combination of a number of factors. These included public dissatisfaction with service delivery; growing demand for citizen participation in decision making; and disillusion with the standard of public sector resource management (Njunwa; 2005).

All police agencies globally have a common purpose to deliver effective and efficient service to the communities in which they are situated (Sonderling, 2013). The South African Public service (SAPS) stands for service delivery. This is underlined by the national strategy of the SAPS, which emphasizes the importance of providing effective and efficient service to its clients. The values of the SAPS are reflected in the strategic plan for 2005-2010 and include providing a responsible effective and highly quality service with honesty and integrity. To assist the SAPS in providing an effective and efficient service to the public, IT (Information technology) can act as a catalyst for changes in structure, operations and management on an organization. Like-wise certain functions performed by the SAPS, through IT, can act as a catalyst through which service delivery can be improved. 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). An international survey conducted in January 2013 placed Kenyan's as the most optimistic citizens in the world. The Government had done well to tap into this optimism. Service delivery is a component of business that defines the interaction between providers and clients where the provider offers a service. Good service delivery provides clients with an increase in value.

Throughout the service delivery, service Providers in the civil servants define the content of services, the roles and responsibilities of the customers and users. Service delivery in the Kenya 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 investigate the internal factors and come up with recommendations on how to improve service delivery in the police work. The internal factors investigated include leadership, resources, organizational structures and cultures that need to be considered most in order 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 service, the report said.

The police index of corruption increased from 77 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 service delivery given the bribery indices, effectively dealing with security threats and bringing down crime to minimal levels.

The Government has been carrying on police reforms over the past four years focusing on streamlining the National Police Service; harmonizing pay benefits; putting in place intervention to enhance efficiency in the service delivery. 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 leadership in the police service, availability of resources, organizational structures 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 of these factors on delivery of service in the police service.

The government of Kenya has made several attempts at organizational and structural reforms in the police service since 2003. This included the improvement of police welfare, enhancing the community policing, improving quick response to crime scenes through increasing of motor vehicles, merging of the two police services, recruitment of the Inspector General of police and his two deputies as well as the establishment of the Independent Police Oversight Authority and the National Police Service Commission among others. Reports and actions of the office holders indicated there were serious conflicts between the three offices and that nothing meaningful had been achieved beyond legislation and recruitment of office holders (Amnesty International, 2013). In



2009, the government appointed a taskforce as an important step towards drawing a road map for the Police Reforms. The Inspector General 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 (Ransley Report 2009).

The Kenya police service today faces a lot of difficulties most of which are linked to inadequate funding. These difficulties hinder Kenya police service efforts to live up to its mandate. There is also shortage of personnel where the police service needs manpower to improve its service delivery. Presently, the police officer to citizens ratio averages 1:900 which is indeed below the United Nations recommended of 1: 450. The department therefore requires a serious review of funding available to the Kenya police service. Unfortunately general resources including housing for officers, equipment and motor vehicle have not been readily available. This has led to weak operational preparedness and lack of logistical capacity. For example, the police do not have a forensic laboratory. Similarly Kenyans continued to face several security challenges beyond the scope of police officers. There was an increase in crimes, renewed public disorder and decline public confidence in the police institution (Njuguna et al 2013). This study therefore sought to track the internal factors influencing service delivery within the Kenya police service in Kitui County where in this regards the independent variables are the internal factors whereas the dependent variable is the service delivery.

## **1.2 Statement of the Problem**

Indeed there is a problem of service delivery in the security situation within police service evidenced in the article “Kenya Daily nation” (2015) where plight of officers in Boni outpost angers Kenyans. The officers in Lamu County were seen languishing without adequate resources and abandoned completely in a very hardship area. Some of the officers serving in the entire jurisdiction had deserted from the service. Report commissioned by Government of Kenya (2014) indicated that Police interviewed in Kenya regularly cited low pay and lack of incentives, limited police equipment, resources and lack of sufficient training as factors that impede their Service delivery. During the police review process in Kenya, it is understood that lack of police equipment and

resources were cited as key problems that need to be addressed. It is important to find out how various factors are received by officers as far as service delivery is concerned. Police officers seem to receive inadequate of everything ranging from fuel provision, essential stationery, and communication and safety equipment including handcuffs, gloves, and bulletproof vest and inappropriate transport facilities. There exist inconsistencies in staff duty rotation causing overstaying and repeated tours of duty in operational areas.

The Kenyan police are understaffed and therefore the entire Kitui County is under policed. There are estimates that the Kenyan police have a total population of about 40,000 personnel (Figures as at end of 2010). The public to policing ratio can be deduced therefore to be roughly in the ratio of 1:1000 going by the 2009 national population census figures of roughly 40 million citizens. There is therefore few active numbers of police officers engaged in crime prevention and real public service delivery. This lends weight to show that there is a problem in the police service delivery. The Kenya police service is still overly concerned with regime security as opposed to citizen security.

The only research done in North Eastern region of Kenya where according to Murunga (2014), there has been an influx of Somali refugees into the country. This has been attributed to the security forces taking bribes in order to permit the alien into the adjacent counties bordering North Eastern region including Kitui County. The second issue is that many of the refugees have Kenyan Somali relatives, which in part contributes to their invisibility once they cross into the Kenyan side of the border. Continuing violent conflict still persist among the neighboring communities bordering North Eastern region of Kenya e.g Tseikuru Sub county and Endau areas within Kitui County. Owing to the above problems it is self evident that both the public and the police themselves are affected. Perhaps police to a greater magnitude hence the need to study internal factors influencing police service delivery.

### **1.3 Objectives of the study**

The general objective in this study was to assess the effects of internal organizational factors on the service delivery in the Kenya police service in Kitui County.

### **1.3.1 Specific objectives**

- i. To establish the influence of leadership on service delivery in the Kenya police service in Kitui County.
- ii. To determine the impact of availability of resources on service delivery in Kenya police service in Kitui County.
- iii. To establish the effects of organizational culture on service delivery in the Kenya police service in Kitui County.
- iv. To determine the effects of organizational structure on service delivery in the Kenya police service in Kitui County.

### **1.4 Research questions**

- i. What is the influence of leadership in service delivery within the Kenya police service?
- ii. What is the effect of resources availability on service delivery in the Kenya police service?
- iii. What are the effects of organizational culture on service delivery in the Kenya police service?
- iv. What are the effects of organizational structure on service delivery in the Kenya police service?

### **1.5 Justification of the study**

The study findings provided useful information to top police management, policy makers and the national police service commission on how to address organizational internal factors affecting police service delivery within the police commands in Kitui County and the entire service. The study was significant to the administration in the National police service and other security agencies in general. The police managers were able to understand the internal factors affecting service delivery and how to alleviate the challenges. The study helped police administration to understand and appreciate the contribution of various factors in delivery of service and strive to harness positive factors while limiting the influence of the negative aspects. The study also provide the

background information to research organizations and scholars to carry out further research in this area and use it as reference material and a basis of identifying research gaps.

### **1.6 Scope of the study**

Police service delivery is one of the broadest in the field of policing. It is clear that police service delivery can involve a lot of concerns. The scope of the study discussed the internal factors facing service delivery in the Kenya police service. The study mainly targeted Kenya police officers of all ranks working in Kitui county police commands. For the purpose of this study, service delivery was conceptualized from the following internal factors; Leadership, resources, organizational cultures and organizational structures. Ideally police service delivery in Kenya involve both the Kenya Police Service and the Administration Police service otherwise referred to as the National Police Service under the Inspector General of Police hence the study concentrated on the Kenya police service leaving out the administration police service.

### **1.7 Delimitations of the study**

The study was carried out within Kitui County amongst the officers performing general duties, dog handlers, criminal investigating officers and anti-stock theft personnel. 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 both men and women. Similarly, it was acknowledged that there are many factors that influence service delivery in organizations. From the literature review and general observation, leadership, resources, organizational cultures and structures and service delivery were selected as variables of the study.

### **1.8 Limitations of the study**

In carrying out the study, the researcher encountered some challenges due to unwillingness of respondents to give accurate and reliable information hence may have affected the study negatively. The police is also sub-divided into small separate units and departments hence this also may have led to some areas not being captured in sample

used in the study. The survey also targeted the Kenya police officers leaving out the administration police.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

In this chapter, the researcher discussed the internal organizational factors related to service delivery in the Kenya police department with respect to Kitui county police commands. The writer used both empirical and conceptual literature to explore performance issues within organization.

#### **2.1 Theoretical Review**

Theoretical review on employees' service delivery and internal organizational factors was presented. In addition, the relationship between employees' service delivery and the internal organizational factors was also presented. This study therefore adopted The New Public Management Theory indicating applications in public services from the new public management 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 service delivery and is hailed as a new paradigm. Different factors led to the emergence of new public management, some of which are;- fiscal crises of governments, poor service delivery of the public sectors, lack of accountability, corruption, and the emergence of better alternative forms of service delivery Sarker (2006).

New public management Theory indicates 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. As per new public management philosophy, modern government should be customer oriented, and result oriented and thus enhancing the effectiveness of government services. As a strong theoretical foundation, the concept of new public management is used to strengthen the need and importance of internal factors influencing service delivery in the public sector.

##### **2.1.2 Institutional Theory**

Institutional Theory specifies the problem of whether performance measurement could improve public service delivery. Higgins (1998) argues out that one major topic of the

institutional theory has been the role of institutional norm. After a research project on schools, Meyer (1983), formulated the hypothesis that a continuum of organizations exists running from those dominated by technical criteria (e.g. manufacturing companies) to those dominated by institutional criteria (e.g. schools, private nonprofits and public administrations). With this type of organizations conformity to the institutional norms of the internal environment enhances their survival capabilities, opens access to resources and increases their stability. Following Higgins (1988), institutional norms deal with appropriate domains of operation, principles of organizing, and criteria of evaluation. Values and beliefs external to the organization play a crucial role in determining organizational norms.

### **2.1.3 Goal Model**

The traditional model relies on a vision of the organization as a rational set of arrangements oriented toward the achievement of goals (Goodman et al. 1977). Effectiveness is measured in terms of accomplishment of outcomes (Etzioni 1960). The focus is exclusively on the ends, achievement of goals, objectives, targets, etc. If individual goals are not aligned with organizational approach then time and resources are wasted. Inconsistent evaluation criteria and rewards can lead to mistrust, lower productivity and higher attrition. If top performers see no differentiation in performance ratings, opportunities and compensation from underperformers, morale can suffer. Lack of documentation, visibility, and accountability can negatively affect stakeholders who are demanding more and more transparency.

If management does not understand the importance and value of the leadership, resources, cultures and structure it can lead to consistently incomplete appraisals and mistrust. managers may feel unprepared to deliver quality feedback and oversee effective performance discussions. Regular goal tracking allows for the opportunity to provide feedback as needed, make adjustments to performance plans, tackle obstacles and prepare contingencies for missed deadlines. Without a mechanism to regularly track progress against goals, the ongoing, cyclical nature of the process falls apart. Goal progress discussions, along with all performance feedback, should be delivered with respect and should be objective and supportive. Specific examples provide clarity and help the

employee focus on performances. Certain checks and balances can be built in to ensure objectivity. Managers commonly make mistakes when they conduct evaluations and the first step to minimizing those errors is to acknowledge they exist.

#### **2.1.4 System Model**

The system model emphasizes the means needed for the achievement of specific ends in terms of inputs, acquisition of resources, leadership, structures and processes (Yuchtman and Seashore 1997). The conception of the organization is grounded in the open system approach whereby the inputs, transformation process and outputs are considered part of a whole and not independent component. The model explains the effectiveness and the ability to obtain necessary resources from the environments outside the organization (Schermerhorn, Davidson & woods 2004). The application of system resource can be effective if a vivid relation exists between the resources which an organization receives and the goods or services it produces. This model invites managers to consider the organization not only as a whole but as a part of a larger group as well.

The dominating attitude is that any part of the activities of an organization has an effect on all other parts. The input and output measures of effectiveness in the system seem appealing. However, they will not actually display the entire story of performance, because it is not possible for new thoughts and discoveries to have an immediate and directly observable effect. It is also possible that the academic and research organizations give out outstanding results even after a long period of funding. Considering the prospect of making remarkable contributions in the future, and even though there may be no adequate evidence of effectiveness, founders may go on offering support (Altschuld & Zheng, 1995).The researcher adopted this model in the study since it emphasizes the internal factors like leadership, resources, structures and cultures that is indeed essential to enhance service delivery. It also does not look into the independent components alone but rather dependent variable in the study.

#### **2.1.5 Strategic-Constituencies Model**

This model broadens the scope of the goal and system models by adding the expectations of the various powerful interest groups that gravitate around the organization. Thus, the



organization is perceived as a set of internal and external constituencies that negotiate a complex set of constraints, goals and referents (Goodman, Pennings & Associates 2007). That is, the owners, employees, customers, suppliers, creditors, community and government represent interest groups that must be satisfied in order to ensure the effectiveness and survival of the organization. The model deals with the effect of the organization on the main stakeholders and their interests (Schermerhorn et. al., 2004). Based on this approach, effectiveness refers to the minimal satisfaction of all of the strategic constituencies of the organization.

Strategic constituency involves all the people that are somehow connected to the organization. These people may have different roles such as the users of the services or products of the organization, the resource providers, and the facilitators of the organization's output (Dalton & Dalton 1988) noted that in academic and research environments, it was not quite easy to define the cost-benefit relations. Therefore, in order to evaluate how answerable an organization is to the society, there rises the question of accountability of research activities and outcomes of public expectations. Besides these approaches, the legitimacy model, and the ineffectiveness model are involved, dealing with some dimensions of the general issue of organizational effectiveness (Altschuld & Zheng, 1995). A review was conducted on attempts made in order to study service delivery at the security sector to make use of the strategic constituency model.

## **2.2 Empirical Review**

Keeping and maintaining high energy during organizational service delivery can be a very challenging task to all stakeholders. At first the recipients of the service delivery may exhibit excitement and anxiety but after sometime their interest start depreciating to lower levels and at times to near disillusionments especially when the outcomes don't meet their expectations. The identified constant management support, resources, organizational structures and organizational cultures as the major challenges facing organizations in the process of service delivery Kotter (2009). The following are some of the views and studies done by scholars with regard to service delivery.

### **2.2.1 Service Delivery**

Martin (2005) said the concept of service delivery can be defined as a structured and synthesized approach to achieving a sustainable service delivery within an organization. Service delivery cannot be performed in an adhoc manner, but is a structured process of managing the people, business processes and technology so as to align business strategies to the environment and enhance competitiveness in the market. Service delivery is a factor in which most leaders and managers need to be enhanced.

Auerbach (2003) argued that when an organization tries to offer service to customers, it is time for management to exercise leadership. Leaders should become the role models for the rest of the staff and exhibit behaviors that demonstrate what is expected from employees in relation to the service delivery. Also during a time of service delivery, management needs to send positive messages about the service itself.

Costa (2011) emphasizes the fact that some sort of reinforcement is necessary to produce service delivery. Management needs to be very active to institute reinforcement tactics. One method to use that does not cost money is verbal reinforcement. An organization can alter its structure and policy by simply writing new rules and procedures. That is where the link between learning theories and organizational service delivery really is and where reinforcement comes in as a vital part of service delivery. Whether it is negative or positive, some reinforcement is going to have to be put into place for employees to successfully offer good service delivery in the organization.

Dent (2003) while studying the service delivery process in a hospital which contained networks of professionals groups, managers and administrators found out that politics, persuasion and attitudes played a key role in professional management relations. According to Amnesty international (2013), the pace of reforms in the Kenya police service has been hampered by corruption, failure to adhere to the new constitution, structural challenges lack of compliance with the law, lack of vetting, ongoing police impunity, lack of resources, public confidence. A study by Sugarman (2010) The New York police department in the early 2000,s faced a lot of challenges in conduction of its operations. This forced the management to embark on wide range services aimed at totally changing the way the department fought crime and administrative duties. In the

service delivery process, the department faced numerous challenges emanating from resources, lack of leadership, and political influence from the outside environment among other challenges.

The police department is currently facing many challenges emanating from the environment. The question is even as it tries to transform from a force to a service how will it achieve the desired service? According to Luthans (2008), the management is always considered to have three major dimensions which are technical, conceptual and human. Overall it has been proven that today's managers are very competent in their conceptual and technical functions however they are still struggling with the human component due to the nature of the humankind which keeps on transforming itself constantly. The following are some of the main challenges that police managers find themselves dealing with in the process of service delivery.

### **2.2.2 Leadership**

Leadership is a process of influencing others and agreeing about what needs to be done and how it can be done effectively. It is the process of facilitating individuals and the collective efforts to accomplish the shared objectives. ( Yang & Baron 2007). According to Hellriegel and Slocum (1974), service delivery also needs compassionate leaders and staff to embrace it. Leadership assumes three main dimensions which are task oriented leadership, relationship oriented leadership and change oriented leadership. Task oriented leadership is primarily concerned with accomplishing the task, utilizing the personnel and resources efficiently and maintaining orderly reliable operations. (Hay and Hodgkinson 2006).

A study done by Auerbach (2003) indicated that the Kenya police department is often regarded as a bureaucratic, hierarchical, has central decision making and is policy driven. Leadership here is based on authority, position and seniority. Organizations that invest in leadership development perform better than those that don't. In these changing times it is hard to find a firm which has survived that has no leadership development strategy in place. It is important for the management team to be able to handle difficult questions

about people and their development. Leadership is not just about the leaders themselves but also about creating a culture of performance.

Great leaders attract, hire and inspire great people if an organization neglects its leadership part it can easily lose direction and fail to achieve the set goals and objectives of service delivery process (Ponder 2001). Management demands strong leadership to rapidly push through stressful, discomfiting and risky shifts in the business and organizational system. Battling the sources of rigidity and turning crisis into opportunity are the key qualities needed by managers implementing and managing services in an organization. Ultimately managers should know when it is wiser to seek stability; they should also know when to avoid instability (De Wit & Meyer 2010).

### **2.2.3 Resources**

A resource can be referred to as an organization's means of supporting itself or becoming wealthier, as represented by its tangible and non-tangible assets. It is a source or supply from which benefit is produced (Diage 2008). Police in Kenya operate with very limited resources. This has led to weak operational preparedness, and a lack of equipment and logistical capacity. For example, the police do not have a forensic laboratory, vehicle patrols are constrained by a lack of availability of vehicles and funds for fuel. Police salaries are low and police officers complain about bad housing and poor working conditions. Police find themselves dealing with dangerous, sometimes life-threatening, situations without adequate insurance to provide for their families when things do go wrong. Lack of adequate resources has also been attributed to the stalling of the ongoing reforms initiative (AI 2013).

According to Denrell (2004), in his study explores the usefulness of analyzing firms from the resource side rather than from the product side. He concluded that resources such as brand names, technology, skilled personnel, trade contacts, machinery, capital and efficient procedures are the foundation for attaining and sustaining good service delivery. A firm's resource include all assets, capabilities, organizational processes, firms attributes, information, and knowledge controlled by a firm that enable a firm to conceive and implement strategies that improve its efficiency and effectiveness. Good resource

should have value, be rare, not easily imitated, and not easily substitutable. Poorly resource endowed organizations usually face a lot of hurdles when it start any service initiative. For easy and successful service delivery process, the security organization must set aside a considerable amount of its resources to support it. Failure to invest enough in the process, performance is bound to fail miserably (Sugarman 2010).

#### **2.2.4 Organizational Culture**

According to Hood (2013) Organizational culture can be defined as a pattern of behavior developed by an organization as it learns to cope with its problem of external adaptation and internal integration. Organizational culture can also be referred to as the world view and behavioural patterns shared by the members of the same organization. As people within an organization interact and share experiences with one another over an extended period of time they construct a joint understanding of the world around them. This shared belief system will be emotionally charged as it encompasses the values and norms of the organizational members and offers them an imperative filter with which to make sense of the constant stream of uncertain and ambiguous events around them. Organizational culture manifested in a variety of human resource practices, is an important predictor of organizational service delivery success. Numerous studies have found positive relationship between positive organizational culture and various measures of organizational success in performance.

Like all other organizations the Kenya police service has its culture in that all members of the institution are familiar with and accept as part of their way of doing things in within the service. It is believed that the police still cling to one of the most outdated and rigid culture that may hinder services. The managers here should understand and plan carefully the staffs' attitudes towards a particular new concept before implementing it. Ponder (2001) argue that organizational culture clearly influences the success of an organization performance. Organizations often build positive organizational culture through communication, values, norms policies and rules, programmes and leadership. Key indicators of organizational culture to be studied here include organizational attitudes, values and beliefs, norms and symbols and rituals.

Sekaran (2000) said Organizational culture significantly affects organization decisions and, thus, must be evaluated during an internal strategic-management audit. If strategies can capitalize on cultural strengths, such as a strong work ethic or highly ethical beliefs, then management often can enhance performance swiftly and easily. However, if the firm's climate is not supportive, strategies to enhance performance may be ineffective or even counterproductive. An organizations' culture can become antagonistic to new strategies, with the result being confusion and disorientation. An organization's culture should infuse individuals with enthusiasm for service delivery.

### **2.2.5 Organizational Structure**

Organizational structure refers to the clustering of tasks and people into smaller groups. All organizations need some division of labour in order to function efficiently and effectively requiring them to structure the organization into smaller parts. In organizations managers are appointed with specific task of supervising the various people or units and to report to managers higher up in the hierarchy. Depending on the span of control of each manager an organizational structure will consist of one or more layers of management (De Wit and Meyer 2010). Developing a structure that supports a firm's change initiative is difficult especially because of the uncertainty in the ever dynamic environment. Thus organizational structure is a critical component of a successful service delivery.

The police service is characterized by a vertical organizational structure where at the apex of the structure we have the IGP with ultimate authority to make decisions or ratify decisions made at lower levels in the department's hierarchy (Amnesty International 2013). Effective structures provide stability the firm needs to successfully oversee performance and at the same time maintain its competitive advantage and developing new ones. Top level managers hesitate that there are problems with the organizations structure in that doing so suggests that their previous choices were not the best ones. Because of these inertial tendencies, structural issues are often induced instead by the actions of stakeholders who are no longer willing to tolerate the firm's performance (Hitt et al 2005).

### **2.3 Research Gap**

Good service delivery in the security sector creates stability for economic growth and therefore ignoring such a key area would undermine development. The literature review suggested that there is limited empirical research on service delivery in the security sector and what there is only covers the constable rank and is mainly on performance measurement in other institutions rather than the police (Rainer 1998). Gaps identified are that the literature review on the government initiative on police reforms showed research was done to establish what was not being done well by the police as a whole department but not why the work was not being done well, hence the why of poor service delivery in the security sector remains an area of concern (Liker and Meier 2006). The study seeks to establish the why of poor service delivery.

### **2.4 Conceptual Framework**

Conceptual framework is an identification of the variables to be measured by the research. It shows the interrelationship between the variables. The study therefore conceptualized the relationship that existed either positively or negatively between the internal organizational factors and employees' service delivery. Therefore the aim of the conceptual framework was to determine the relationship among the independent variables and the dependent variable. The dependent variable is the service delivery of the employees and the independent variables are leadership, resources, organizational cultures and the organizational structures. The basic purpose of the research was to evaluate the relationship independent variables and the dependent variables with intervening variable of government policies both at national and county levels.

#### **2.4.1 Operationalisation**

In order to successfully study the topic the researcher operationalised the variables as shown below;

### **2.4.1.1 Leadership**

#### **Planning**

Kotter (1998) said effective and successful service delivery entails proper planning. This requires high skilled managers who are able to oversee and predict future outcomes and take necessary steps towards realizing the set goals and objectives using the available resources. Proper planning and implementation enables an organization to successfully manage organizational performance. Without proper planning any service delivery is bound to fail hence bringing about loss of morale to the staff and organizations resources.

#### **Power and politics**

This is the ability to influence decisions and resources within an organization. It is evident that strong and powerful members of an organization tend to have their way especially in matters relating to how changes are carried out in the organizations. Always service delivery is backed by strong powerful individuals meet less if no resistances during their implementation and management stages (Kotter 1998).

#### **Communication**

According to Green and Cameron (2004), this is the passing of information from one person to another within an organization in relation to a change process being undertaken. It's always important for the management to engage the junior employees and the outside environment on matters relating to the change process. Communication enables members know what is expected of them and also acts as good tool of eliminating resistance by promoting understanding within the organization.

#### **Motivation**

Motivation is the intensity and drive that directs the staff in to achieving a particular goal or objective. It has been noted that organizations with highly motivated staff and tend to successfully improve service delivery than organizations with lowly motivated and demoralized staff. Motivation ensures that high energy is maintained during the service period in an organization (Hay and Hodgkinson 2006).



## **2.4.1.2 Resources**

### **Human Capital**

These are the well trained and skilled manpower able to successfully oversee and manage the organizations performance. An organization with highly skilled staff tends to get positive results during service delivery unlike an organization with poorly staffed and trained personnel. Serious organizations have even gone a step further to setting up special offices or department staffed with qualified employees trained to handle critical issues within the organization (Luthans 2008).

### **Technology**

It is said that technology makes life smooth and easy. This concept also applies to service delivery. An organization with good and updated technology system usually has an upper hand over technologically weak organizations not only in competition but also in the performance. With good technology an organization is able to easily enhance performance to undertake (Hitt et al 2005).

### **Finance**

These are the organizations ability to meet expenses in relation to performance. Like other organizations undertakings, organizational service delivery initiative requires a considerable amount of financial resources investment for results to be realized. Well financed organizations tend to achieve desired goals more effective and efficiently than financially weak organizations who may want to invest least of their resources in a service plan (Senge et al 1999).

### **Policy**

These are the written down guidelines aimed at ensuring that a task has been undertaken according to the laid down procedure. Properly formulated policy in an organization enables the stakeholders to have a clear route on how to go about overseeing the management of an organizational. Policies also enable reduction of ambiguities during the whole process (Martin 2005).

## **Organizational culture**

### **Beliefs and norms**

Organizational beliefs are what members of a particular organization hold as true while norms may be stated as how members feel and view things are done in their organization. During service delivery, managers have found it quite challenging when dealing with beliefs and norms that have for a long time been practiced by members of an organization. It's believed that it is easier to manage organizations structures and processes but very hard to cope up with members beliefs (Capon 2009).

### **Symbols and signs**

Hitt et al (2005) said symbols are visible, physical manifestations of organizations and indicators of organizational life. Symbols and signs convey powerful meanings and what those symbols accomplish in and for an organization. Symbols are integral part of an organizational life. It enables members and the outside world in understanding reactions, interpretations and actions of organizational members and how those actions, thoughts and feelings are shaped by the collectivity. Examples of symbols include organization dress, tools, organizational layout among others. Symbols and signs are indicators of organizations dynamics and may be manipulated. In most cases it usually takes a long period of time for an organization to embrace new symbols and signs.

### **Teamwork**

Capon (2009) said organizations are sometimes made up of several or many individuals who may have different views in regard to a particular issue. Not all service delivery initiatives are received well by the stakeholders. One must anticipate some resistance and formulate ways on how to overcome these resistances and win the support of the majority stakeholders. Organizations with good teamwork usually pull together to make sure the success of a organizational performance unlike organization with no unity where members pull apart hence sabotaging the service delivery.

## **Rites and rituals**

A rite or ritual is an important artifact of culture and may be defined as a regular organizational activity that carries more meaning than it does actual purpose. It's easy for leaders to of an organization to state their values, but rites and values of an organization openly publicize the values of an organization. Police department has its own rites and ritual peculiar to it. Rites and rituals play a crucial role in service delivery. Organization Rituals and rites such as ceremonies tend to be deeply ingrained in members' minds hence affect service delivery. It requires a considerable time before members can adopt a new rite or ritual (Senior and Swailes 2010).

### **2.4.1.3 Organizational Structure**

#### **Authority**

This is the institutionalized and legal power inherent in a particular job, function or position that is meant to enable the holder carry out his or her responsibility. It includes the right to command situation, commit resources, give orders and expect them to be obeyed. In order for an organization to achieve successful performance results, the staff should be empowered and given authority to make decisions that will enable them oversee proper services. Authority enables staff to come up with efficient and effective service delivery. (Hay and Hodgkinson 2006).

#### **Delegation**

According to Kotter (1998), delegation is the process that managers use to transfer responsibility and authority to officers below them in order to increase efficiency and effectiveness of the organization. Delegation also enables the utilization of employee talent hence to the benefit of the organization. Performance is a collective undertaking that requires the support and input of members in order to be successful, organizations that practice delegation usually promote responsibility and ownership since members feel they are part of the decision making process.

## **Organizational Hierarchy**

This is how members of a particular organization are ranked at various levels within the organization. It shows how each level reports to the other which is above. In each level it shows how an officer is deployed and to whom they report to the police department is believed to have a very tall structure with so many levels and ranks. This aspect makes it very difficult for communication to reach the intended recipients in the right time and form without delay and distortion. Getting feedback is also quite challenging since it has to go through so many levels of the organization before reaching the intended destination. Monitoring and evaluating the gains made is also made cumbersome (Hitt et al 2005).

The conceptual framework of service delivery can also be applied to health care service and is relevant to this research study as a healthcare service requires high consumer involvement in the consumption process; hence, the attainment of quality healthcare service delivery relies significantly on the co-contribution of the patient to the service delivery process. Studies have also evidenced that compliance with medical advice and treatment regimes is directly related to the perceived quality of the service and the subsequent resulting health outcome (Irving and Dickson, 2004; Sandoval et al., 2006). Sentiments that customers experiences has a strong impact on customers' quality perceptions; Patients experience accruing from their encounter with medical staff and other support staff and the process of getting treatment create the customer's cognitive, emotional and behavioral responses of either satisfaction or dissatisfaction with the quality of service. As in this study this encounter is influenced by many other factors such communication, medical staff skills, the technology used in the treatment and the availability of the required facilities and equipment to determine the outcome on service delivery.

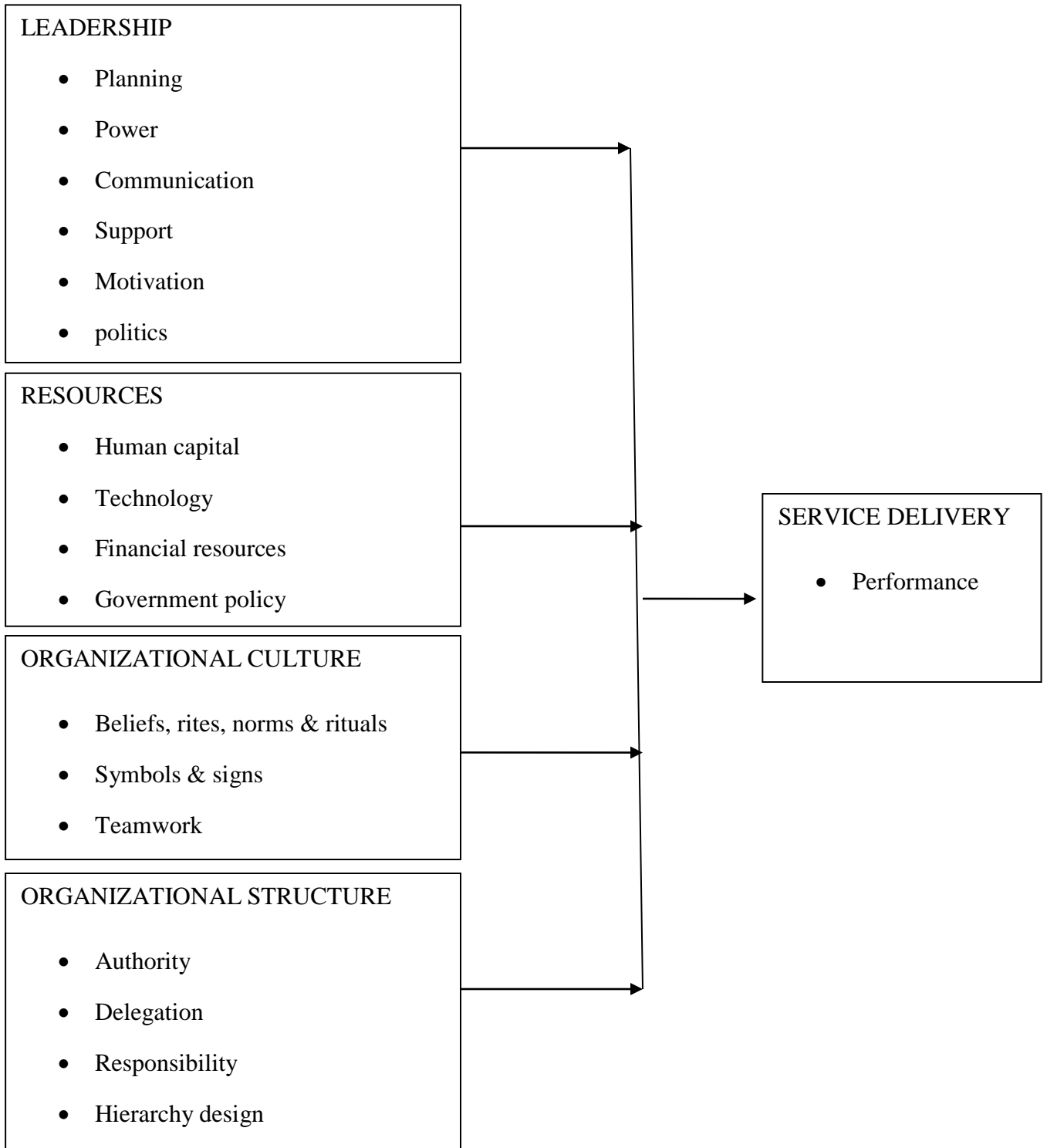
According to Luis and Joana (2005) service delivery is a measure of how well delivered service matches the customer's expectations. Customer satisfaction is one of the most important factors for the survival of any organization. The importance of customer satisfaction has also been recognized as an important parameter in Government service delivery. Government departments have developed strategies focusing on improving service delivery, such as customer service charters, key performance indices and rapid

results initiatives. The evaluation of service delivery was based on the quarterly reports and annual evaluations under the Performance Contract. The purpose of the evaluations is to ensure Government resources are well utilized and that public service delivery is enhanced. The inclusion of the Citizens Service Delivery Charter as a performance indicator in the Kenyan performance contract is one of the key contracts; every public institution has developed a charter communicating its services achievements geared towards enhancing delivery of service.

Every organization has been established with certain objectives to achieve. These objectives can be achieved by utilizing the resources like men, machines, materials and money. All these resources are important but out of these the manpower is the most important. It plays an important role in performing tasks for accomplishing the goals. The question arises that how these resources were utilized by manpower. The importance of employees' service delivery must be understood by the management and sincere efforts must be put in that direction. The management of the company taking timely steps in that direction was in position to develop and motivate the people to do so. Finally the organization may take the lead and grab the opportunities available in the market. In conceptualizing; the researcher attempted to point out how the interaction of leadership, resources, organizational culture and organizational structure influenced service delivery in the Kenya police service. The following diagram shows the interrelationship between the variables that was studied.

**Independent variables**

**Dependent variable**



**Figure 2.1: Conceptual framework**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the research design and methodology that the researcher used in carrying out the study. It also described the steps followed and data obtained from various sources targeted. The chapter also discussed about target population, data analysis and presentation.

#### **3.2 Research Design**

Research design essentially refers to the plan or strategy of shaping the research (Henn, Weinstein and Foard, 2006), that might include the entire process of research from conceptualizing a problem to writing research questions, and on to data collection, analysis, interpretation and report writing. It provides the framework for the collection and analysis of data and subsequently indicated which research methods were appropriate (Walliman, 2006). For the purpose of this research, after examining the objectives of the study an descriptive survey research design was chosen, because it conclusively described the characteristics of the population under study. Exploratory descriptive research suits best because according to Sekaran (2000) descriptive survey research design was performed when a researcher had little knowledge about the situation or no information on how similar problems or research issues were solved in the past.

#### **3.3 Target Population**

The study targeted a population of 460 police officers ( Kitui County Commander Annual Report 2014) of all ranks working in police commands within Kitui County which represented the entire Kenya police service.

**Table 3.1: Population breakdown of police commands in Kitui County.**

RANK	KITUI	KATULANI	KYUSO	KITUI	WEST	LOWER	YATTA	MWINGI	MUTOMO	TOTAL
G.O'S	5	1	1	1	1	1	4	4	4	17
C.I	3	1	1	1	1	1	2	2	2	11
IP	8	2	2	1	2	2	2	3	3	20
S/SGT	2	1	-	-	1	1	1	1	1	6
SGT	4	2	2	1	1	1	2	2	1	13
CPL	8	4	3	2	2	2	2	2	1	22
PC	112	34	24	21	23	23	89	68	68	371
TOTAL	142	45	33	27	31	31	102	102	80	460

(Source; Regional Commander Eastern Annual Report 2014)

### **3.4 Sampling Procedure**

According to Kombo and Tromp (2006), sampling means selecting a given number of objects from a defined population as a representative of that population. The study adopted stratified random sampling technique that enabled the researcher to capture the desired data across the different ranks available which makes the population to have several sub groups. The researcher divided the population into different subgroups in this case ranks. The researcher later used all the officer's force numerals in which it was placed in a box and then a given number of cases were selected randomly from each of the population sub groups. The researcher obtained a 30% sample of all strata which was viewed as adequately to represent a population.



**Table 3.2: Sample breakdown of police commands in Kitui County.**

RANK	POPULATION(N)	% SAMPLE	SAMPLE SIZE(n)
Gazetted officers	17	30	5
Chief Inspectors	11	30	3
Inspectors	20	30	6
Senior sergeants	6	30	2
Sergeants	13	30	4
Corporals	22	30	7
Police constables	371	30	111
TOTALS	460		138

### **3.5 Data collection instrument**

Data was collected using two instruments namely questionnaires and interview guides. The questionnaire included both open and close ended questions. It assisted the study to get statistical data and opinions of the respondents. The questionnaire was designed in such a way that each question in the questionnaire addresses the specific objectives. Interview guide was also used to collect data from the senior officers who gave their opinions perspective as managers on service delivery within the entire service. The researcher personally administered the questionnaires and collected the filled in questionnaire before leaving each of the selected respondents. The questionnaire also entails an instrument that present the respondents with a series of questions to which they are either to react either by writing out their answers or selecting from among the existing answers (Kombo & Tromp, 2006). The questionnaire included rating scale.

#### **3.5.1 Reliability of instruments**

According to Davies (2007), data reliability is the extent to which results are consistent overtime and an accurate representation of the total population under study. Data is reliable if the results of a study can be reproduced under similar methodology. The extent to which results are consistent over time and an accurate representation of the total

population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable.

All input in the forms of comments, suggestions, ideas, proposals, corrections and views were taken into consideration to improve, improvise and upgrade the level of reliability of the instrument. To ensure that the measures and variables developed as the instruments in the questionnaire were appropriate, the instrument was tested for its reliability. Prior to the actual data gathering exercise, reliability test was done on the data collected. The outcome of this exercise was a new set of questionnaire and interviews that was used for the actual survey.

### **3.5.2 Validity of instruments**

Validity is the quality of being correct or true Maguire (2007). Validity determines whether research truly measures what was intended to be measured and how truthful the research results were. To test validity the researcher conducted a pilot testing first; this included collecting data on small scale to get feedback on whether the instruments of data collection was likely to work in real situations. A new set of questionnaire and interview guide had resulted after the pre-test sessions.

To ensure that the measures developed in the instrument were relevant and appropriate, the instruments were tested for its validity. It is the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration (Kothari, 2011). This was supported by Henn, Weinstein and Foard (2006) who said the most critical was whether or not the results from a research study accurately reflect the phenomenon under investigation. It was characteristic of a measure that assesses what it actually claims to measure (Kothari, 2004).

### **3.6 Data collection procedure**

After carefully designing appropriate questionnaire the researcher sought permission from the relevant Kitui Kenya police commander to collect the data from the police officers. The researcher personally administered the questionnaire to the subjects who in turn were required to appropriately fill them by answering the easy questions contained

therein. The researcher used drop and pick method in the data collection. The respondents were given a maximum of one week after which the questionnaire was collected. After a considerable duration of time they were collected back by the researcher who carefully goes through them to ensure they were correctly filled and ready for further processing and analysis. An interview guide was also conducted to the senior officers above the rank of an inspector of police to get their views from the management perspective on police service delivery.

### **3.7 Data analysis and presentation**

According to Kothari (2004), data analysis means categorizing, ordering, manipulating and summarizing data to obtain answers to research questions. The purpose of analysis is to obtain meaning from collected data .After a rigorous exercise of collecting data, the researcher embarked on scrutinizing all filled questionnaires to check if properly filled .The researcher then assigned numerical codes to the information obtained according to categories formulated. This was to help in the facilitation of analysis using the statistical package for social scientists (SPSS) version 22.0 software which was chosen because it's widely used for analyzing survey data and also user friendly.

Descriptive and inferential statistics were applied to describe the basic features of the data in the study; this included the use of frequency distribution tables and percentages, and analysis of variance (ANOVA) to explore relationships between different variables and determine relationships between different variables. Descriptive analysis was carried out to provide simple summaries about the sample and the measures e.g. the distribution, the central tendency and the dispersion. Tables were used to present the data. Inferential statistics were then used to establish the influence of internal factors on service delivery and to make inferences from the data

The data collected was presented in forms of tables, bar graphs and pie-charts for easy interpretation by the users. The collected information was sieved, sorted, grouped and assembled in accordance with the question numbers that acted as the coding system in order to solicit the emerging issues/points and to establish certain patterns in all the

answers. All questions in the questionnaire and the interview guide were analyzed using descriptive and inferential analysis.

### 3.7.1 Model

According to Kothari (2004) a linear regression model has a continuous outcome and multiple predictors or response variables. They proposed that a regression model would adopt the format;

$$Y = \alpha + x_1\beta_1 + x_2\beta_2 + \dots + x_k\beta_k + \varepsilon$$

It is on this basis that this study adopted regression model to reflect measures of service delivery in Kenya police service as follows;

$$Y_1 = \beta_0 + \beta_1L + \beta_2R + \beta_3OC + \beta_4OS + \varepsilon$$

Whereby;

$Y_1$  = Indicates the service delivery measured by performance

$B_0$ , = Indicates the constant term or the intercept

$\beta_1$ ,  $\beta_2$ ,  $\beta_3$  and  $\beta_4$ ; were the Regression coefficients or slope of the regression line of the independent variables. They were used to indicate the relationship between the independent variables and the dependent variable

L = Leadership

R= Resources

OC =Organizational Cultures

OS = Organizational structure

$\varepsilon$  = Represents the error term

## CHAPTER FOUR

### DATA ANALYSIS AND DISCUSSION

#### 4.0 Introduction

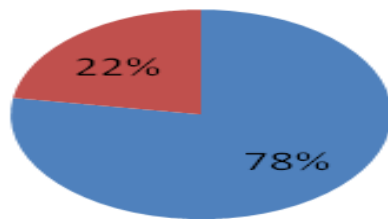
This chapter deals with research findings and discussion of the information obtained in the survey of internal factors influencing service delivery in the Kenya police service Kitui County. The main method of data collection used was questionnaires. Questionnaires were administered to the respondents who were then required to fill in appropriately and submit them back to the researcher for analysis and presentation.

#### 4.1 Response Rate

The target sample for this study was one hundred and thirty eight police officers of Kitui County. All officers responded to the questionnaires issued out by the researcher thus resulting to a response rate of 100% which is above the 70% response rate (Kothari, 2011). Hence the sample size was sufficient.

#### Demographic Information.

Based on figure 4.1, the results show that among 138 respondents, 22% of the respondents were female and 78% male. According to this data, the researcher also felt that both genders were appropriately presented in the study. The main reason attributed to the low number of women in the study is that only few were recruited in the Kenya police service therefore this calls for improved affirmative action strategies aimed at increasing the number of women in the service.



**Figure 4.1 Gender**

The results of the analysis shows that the largest age group of respondents was between 20-30 years old which contributes 40% followed by 38% age group of respondents between 31-40 years old. The respondents from the age group above 41 years old contributed 22% of the total respondents. This was attributed to the fact that majority of officers in the higher age bracket occupy more senior positions in the service or most of them have exited the department due to numerous reasons namely poor pay, interdictions and removals from the service after police vetting board recommendations.

**Table 4.1 Age of respondents (n=138)**

Age(Years)	Frequency	Percentage (%)
20-30	56	40%
31-40	52	38%
Above 41	30	22%
Totals	138	100%

In the analysis of the education level, 66% of the respondents hold form four certificates, 15% of the respondents had their undergraduate certificates, 15% of the respondents “O” Level certificates while 4% of the respondents had “A” Level certificates. A majority of the respondents were of KCSE qualification this is because they are young and most have undergone the current 8-4-4 education system. Few numbers of graduates is attributed to low motivation in the service and lack of attractive terms of service. Low numbers in other types of qualifications such as O and A levels is attributed to most officers who underwent through these systems have already left the service due to old age and other reasons.

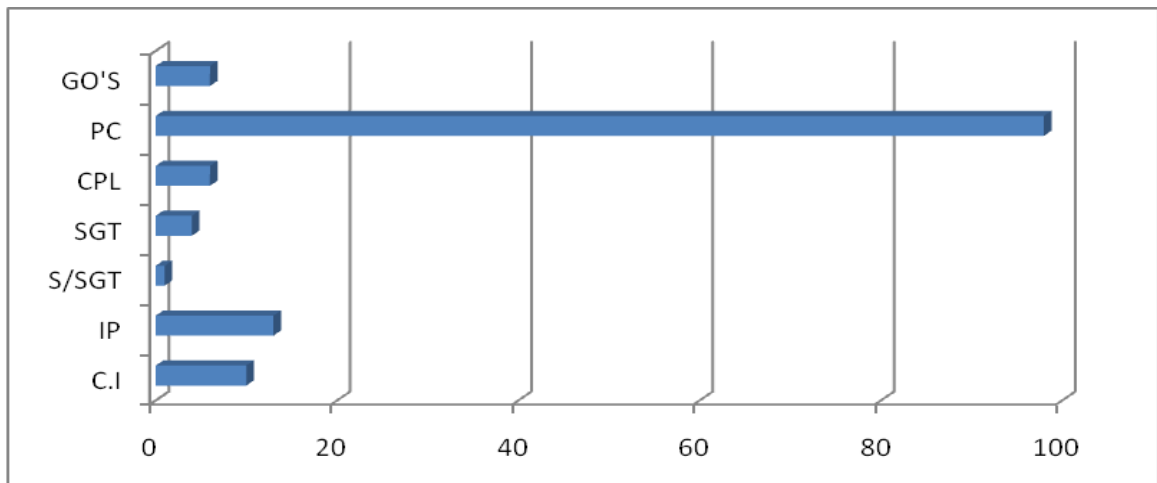
**Table 4.2 Education level (n=138)**

Level	Frequency	Percentage (%)
“O” Level	20	15%
“A” Level	6	4%
Form Four	91	66%
Graduate	21	15%
Others Specify	0	0%
Totals	138	100%

**Table 4.3 Respondents ranks**

Ranks	Frequency	Percentage (%)
C.I	10	7%
IP	13	10%
S/SGT	1	1%
SGT	4	3%
CPL	6	4%
PC	98	71%
GO'S	6	4%
Totals	138	

From figure 4.2, 71% of the respondents were of the rank of police constables, 10% were of the rank of Inspectors, 7% were of rank of Chief Inspectors, 3% Sergeant, the ranks of gazette officers and corporals were 4% each while the rest (1%) were senior sergeant. The main reason given for this huge number of lower the rank is that these are junior officers just joining the service hence they take some time to climb up the ranking system. Small number of Gazetted officers has been attributed to few vacancies and more length of service experience required getting these positions.



**Figure 4.2 Respondent's ranks**

From figure 4.3 46% of the respondents said that they had only worked for not more than 10 years, 22% of the respondents had worked for 20 years and below in police service delivery. 23% of the respondents had worked for 30 years and below while 9% of the respondents had working experience of 30 years and above.



**Figure 4.3 Respondent's length of service.**

**Table 4.4: Regression equation on Summary**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.984 <sup>a</sup>	.969	.966	.21506

Linear regression analysis explains or predicts variation in a dependent variable because of the independent variables and this is assessed using the coefficient of determination known as R square and the larger the coefficient, the larger the effect of the independent variable upon the dependent variable. The R Square can range from 0.000 to 1.000, with 1.000 showing a perfect fit that indicates that each point is on the line Carver (2009).

The regression equation focused on the internal factors influence on service delivery as measured by leadership, resources, cultures and structures. Predictors for the model consisted of hierarchy design, motivation, team work, signs and symbols, delegation of work, planning, politics, communication, professional human capital, technology, financial resources and power by senior officers. The study findings revealed that there is a positive relationship between the selected dependent variables and the independent variables as depicted by coefficient of determination (R) of 0.984, and Correlation Coefficient (R- Square) of 0.969( service delivery was explained by internal factors while



the other 0.31 is presented by other unexplained variables. The study results therefore, indicate the selected independent variables do command an influence equivalent to 96.9%.

## 4.2 Model Coefficients

**Table 4.5 Coefficients of Regression Equation**

Model		Unstandardized Coefficients		Standardized		Sig.
		B	Std.	Beta	t	
1	(Constant)	-1.268	.268		-4.737	.000
	planning is important in service delivery	.744	.082	.353	9.072	.001
	power by seniors affect service delivery	-.171	.088	-.200	-1.932	.056
	communication with seniors affect service delivery	-.093	.050	-.085	-1.868	.064
	motivation by leaders' affect service delivery	.001	.044	.001	.019	.985
	politics affects service delivery	.022	.058	.025	.376	.708
	professional human capital is enough in police force	.576	.058	.552	9.960	.001
	technology has improved service delivery	.170	.088	.203	1.917	.058
	financial resources are good in improving service delivery	-.073	.069	-.079	-1.054	.294
	signs and symbols affect service delivery	.140	.059	.076	2.368	.019
	team work enhances service delivery	-.047	.080	-.023	-.586	.559
	delegation of work affects service delivery	-.455	.069	-.242	-6.639	.001
	hierarchy design affect service delivery	.463	.063	.451	7.393	.001

The unstandardized coefficients are the coefficients that the study would obtain when standardized of all of the variables in the regression, including the dependent and all of the independent variables, and running of the regression. The coefficients or beta weights for each variable allows the researcher to compare the relative importance of each

independent variable. In this study the unstandardized coefficients and standardized coefficients are given for the regression equations. The study adopted on the standardized coefficients. By standardizing the variables before running the regression, the study put all of the variables on the same scale, and compares the magnitude of the coefficients of the independent to determine which one had more effects on delivery of service quality. The larger betas were associated with the larger t-values and lower p-values.

The column of coefficient shows the predictor variables of constant. The first variable constant of -1.268 represented the constant which predicted value of delivery of service when all other variables affecting delivery of service was constant at zero (0). From the above regression model, it was found that provision of police service delivery would be at -1.268 holding, leadership, resources, organizational cultures and organizational structures constant at Zero.

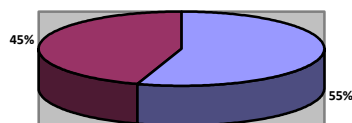
In addition, the researcher conducted a regression analysis so as to test the relationship among variables (independent) on the service delivery in the Kenya Police Service. The researcher applied the statistical package for social sciences (SPSS version 22.0) to code, enter and compute the measurements of the multiple regressions for the study. The researcher conducted a multiple regression analysis so as to determine the effect of service delivery in the Kenya Police Service and the variables. As per the SPSS generated table 4.5, the equation ( $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$ ) becomes:  $Y_1 = -1268 + 0.744X_1 - 0.171X_2 - 0.093X_3 + 0.001X_4 + 0.022X_5 + 0.576X_6 + 0.170X_7 - 0.073X_8 + 0.140X_9 - 0.047X_{10} - 0.455X_{11} + 0.463 + \varepsilon$  Where Y is the dependent variable (service delivery),  $X_1$  is the planning variable,  $X_2$  is power variable,  $X_3$  is communication variable,  $X_4$  is Motivation variable,  $X_5$  is politics variable,  $X_6$  is professional human capital variable,  $X_7$  is technology variable,  $X_8$  is Financial resources variable,  $X_9$  signs & symbols variable,  $X_{10}$  is teamwork variable,  $X_{11}$  is delegation variable and  $X_{12}$  is hierarchy design variable.

According to the regression equation established, taking all factors into account and the constant at zero, service delivery will be -1.268. The data findings analyzed also show that taking all other independent variables at zero, a unit increase in planning will lead to a 0.744 increase in service delivery; a unit increase in power will lead to a -.171 increase

in service delivery, a unit increase in communication will lead to a -.093 increase in service delivery, a unit increase in motivation will lead to a 0.001 increase in service delivery, a unit increase in politics will lead to a 0.022 increase in service delivery, a unit increase in professional human capital to a 0.576 increase in service delivery, a unit increase in technology to a 0.170 increase in service delivery, a unit increase in financial resources to a -.073 increase in service delivery, a unit increase in signs and symbols to a 0.140 increase in service delivery, a unit increase in team work to a -0.047 increase in service delivery, a unit increase of delegation to a -.455 increase in service delivery and a unit increase in hierarchy design to a 0.463 increase in service delivery.

This clearly indicates that there existed a negative relationship between internal factors influencing service delivery in the Kenya police service. This clearly infers that planning, professional human capital, delegation and hierarchy design contributes more to service delivery in the Kenya Police Service. At 5% level of significance and 95% level of confidence, planning, professional human capital, delegation and hierarchy design had a 0.001 level of significance. Other remaining variables showed various levels of significant indicated in table 4.5; hence the most significant factors are planning, human capital, delegation and hierarchy design.

Based on figure 4.4, the results show that 76 respondents, 55% of the respondents said the organization currently provided good leadership while 62 respondents, 45% of the respondents said they currently provided good leadership in the entire policing service in the organization.



**Figure 4.4 Respondents views on leadership to influence service delivery.**

### 4.3 Analysis of variance (ANOVA)

The ANOVA analysis between internal factors and measurement of service delivery is presented as per below table.

**Table 4.6 ANOVA on regression line**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	177.994	12	14.833	320.710	.001 <sup>a</sup>
	Residual	5.781	125	.046		
	Total	183.775	137			

The significant value is 0.001 to relate with level of significance of 0.059 which is less than 0.05) Depicting that a possible model between the service delivery and the selected predictor variables is statistically significant. However as noted in the regression equation, planning and human capital was found to be significant to police service delivery. This significant level also illustrated that; the model can only vary from the internal factors influencing police service delivery by a margin of 0.001.

Fishers value is 320.710, Mean square value for regression is 14.833, mean square value for residual is 0.046, degrees of freedom value is 12 for regression and 125 for residual, sum of square value is 5.781 and 177.994 for regression and residual respectively totaling to 183.775. From the study at 95% confidence limit and at level of significance,  $\alpha = 0.05$  and the Sig. value is 0.001, then we can conclude that there is no significance difference between the means of the variables influencing service delivery in the Kenya police service Kitui County.

#### **Aggregation of Variables**

The set of items that measured each variable was aggregated by computing the average. The minimum and maximum were indicated which in this case refers to the maximum and minimum scores given to each of the independent variables.

**Table 4. 7: Statement with regards to leadership factors to influence service delivery among police officers in Kitui County.**

**Descriptive statistics**

	N	Minimum	Maximum	STRONGLY DISAGREE	DISAGREE	UNDECIDED	AGREE	STRONGLY AGREE	Mean	Std. Deviation
Planning by senior officers is important in any service delivery process in Kitui County	138	3.00	5.00	0(0%)	0(0%)	5(4%)	80(58%)	53(38%)	4.3478	.54908
Power by senior officers enhances service delivery within the service in Kitui County	138	1.00	5.00	21(15%)	28(20%)	14(10%)	51(37%)	24(18%)	3.2101	1.35869
Communication with senior officers in service delivery is effective in Kitui County	138	1.00	5.00	5(3%)	18(13%)	0(0%)	78(57%)	37(27%)	3.8986	1.05533
Support from senior officers to subordinate officers enhances service delivery in Kitui County	138	3.00	5.00	0(0%)	0(0%)	5(4%)	85(64%)	48(35%)	4.3022	.54712
Motivation by leaders enhances service delivery in Kitui County	138	1.00	5.00	41(30%)	79(57%)	4(3%)	2(1%)	12(9%)	2.0217	1.08384
Politics among officers enhances service delivery within Kitui County	138	1.00	5.00	15(11%)	39(28%)	18(13%)	40(29%)	26(19%)	3.1667	1.32127
Valid N (listwise)	138									

Comparing the means of the variables from the findings, Planning had higher rating than the other factors, meaning was rated more favourably than the other variables with a majority number of 58% of the respondents agreeing that planning by senior officers was

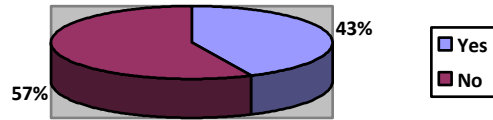
important in any police service delivery in Kitui County as indicated by a mean of 4.3478. The majority respondents of 64% further indicated that support from senior officers to subordinate officers was important as shown by mean of 4.3022. On communication with senior officers in the service delivery, the majority of the respondents rated it as very vital as indicated by mean of 3.8986 with a 57% rate. Asked on whether power by senior officers enhances service delivery within the police service, the respondents rated it as important. This was shown by a mean of 3.2101.

Asked on their rating whether politics among officers enhances service delivery, the respondents rated it as important and that politics had a great influence on service delivery in the organization as shown by a mean of 3.1667 and a 37% rate. Regarding the importance that motivation by leaders enhances service delivery in Kitui County, From the data obtained the results showed that indeed majority rate of 57% of the officers felt they were not well motivated by the management as indicated by a mean of 2.0217. Failure to constantly motivate ones staff may leave them disillusioned and fatigued. This in the long run may even affect their performance; police officers are usually regarded as one of the lowly motivated staff despite the enormous contributions they make towards the growth and development of the entire country.

The findings agree with Kotter (1998) on perception of effective and successful service delivery which entails proper planning and implementation which enable an organization to successfully manage organizational performance. Without proper planning any service delivery is bound to fail hence bringing about loss of morale to the staff and organizations resources. The findings also appear to support Green and Cameron (2004), to the extent that it's always important for the management to engage the junior employees and the outside environment on matters relating to the service delivery. Communication enables members know what is expected of them and also acts as good tool of eliminating resistance by promoting understanding within the organization.

The findings also agree with (Hay and Hodgkinson 2006) that emphasized Motivation as the intensity and drive that directs the staff in to achieving a particular goal or objective. It has been noted that organizations with highly motivated staff and tend to successfully improve service delivery than organizations with lowly motivated and demoralized staff.

Motivation ensures that high energy is maintained during the service period in an organization



**Figure 4.5 Respondents response on reform process with the resources available.**

Based on figure 4.5, the results show that 43% of the respondents said the organization was currently doing well in the reform process with the resources available while 57% of the respondents were against the statement.

**Table 4. 8 Statement with regards to resources factors to influence service delivery among police officers in Kitui County.**

**Descriptive Statistics**

	N	Minimum	Maximum	STRONGLY DISAGREE	DISAGREE	UNDECIDED	AGREE	STRONGLY AGREE	Mean	Std. Deviation
Professional human capital among officers is enough to steer up police service delivery in Kitui County	138	1.00	5.00	38(28%)	72(52%)	6(4%)	14(10%)	8(6%)	2.1449	1.11100
Technology within the police service has highly assisted to provide adequate	138	1.00	5.00	21(15%)	25(18%)	15(11%)	47(34%)	30(22%)	3.2899	1.38923
Financial resources are sufficient for	138	1.00	5.00	41(30%)	55(40%)	11(8%)	10(7%)	21(15%)	2.3841	1.37932
Government policy influence	138	1.00	5.00	20(14%)	15(11%)	9(7%)	53(38%)	41(30%)	3.5797	1.39243
Valid (listwise)	N 138									

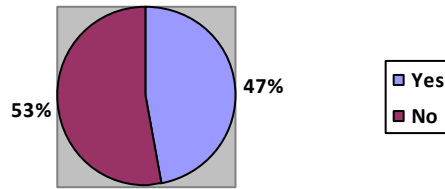
The study sought to find out whether there was enough professional human capital among officers to steer up service delivery in Kitui County, a majority of the respondents felt that human resources are important as indicated with a mean of 2.1449 and shown with a rate of 57% hence have an influence on the service delivery in the service. Lack of



adequate qualified professionals in police service can be attributed to poor service delivery. 38% of the respondents indicated that Government policy influenced police service delivery as shown with a mean of 3.5797. Asked on the rating whether technology within the police service has highly assisted to provide adequate service delivery, 34 % of the respondents rated it as important indicated by a mean of 3.2899. On the statement that there was sufficient financial resources for police service delivery, majority of 40% disagreed on the statement as shown by a mean of 2.3841.

The findings concurs with Luthans (2008) on the view that well trained and skilled manpower able to successfully oversee and manage the organizations service delivery. An organization with highly skilled staff tends to get positive results during service delivery unlike an organization with poorly staffed and trained personnel. Serious organizations have even gone a step further to setting up special offices or department staffed with qualified employees trained to handle critical issues within the organization. The findings also agree with Hitt et al (2005) on emphasizes that technology makes life smooth and easy. This concept also applies to service delivery. An organization with good and updated technology system usually has an upper hand over technologically weak organizations not only in competition but also in the performance. With good technology an organization is able to easily enhance performance to undertake

Senge et al (1999) further noted that financial resources are important to steer up service delivery. Like other organizations undertakings, organizational service delivery initiative requires a considerable amount of financial resources investment for results to be realized. Well financed organizations tend to achieve desired goals more effective and efficiently than financially weak organizations. Martin (2005) also agreed that written down guidelines is aimed at ensuring that a task has been undertaken according to the laid down procedure. Properly formulated policy in an organization enables the stakeholders to have a clear route on how to go about overseeing the management of an organizational.



**Figure 4.6 Respondents response on whether their organization embraced organizational cultures to enhance service delivery.**

Based on figure 4.6, the results show that 53% of the respondents said their organization fully embraced organizational cultures while 47% of the respondents were against the statement.

**Table 4.9: Respondents response on beliefs, rites, rituals and norms in police service supporting service delivery.**

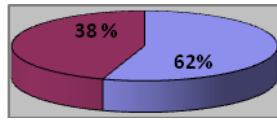
Descriptive Statistics										
Statement	N	Minimum	Maximum	STRONGLY DISAGREE	DISAGREE	UNDECIDED	AGREE	STRONGLY AGREE	Mean	Std. Deviation
Beliefs, rites, rituals and norms within police service delivery supports service delivery	138	1.00	5.00	28(20%)	36(26%)	10(7%)	43(31%)	26(17%)	2.9493	1.44142
Symbols and signs within the service affect police service delivery in Kitui County	138	1.00	4.00	55(40%)	77(56%)	3(2%)	3(2%)	0(0%)	1.6667	.63169
Teamwork enhances service delivery within the police service in Kitui County	138	2.00	5.00	0(0%)	2(2%)	1(1%)	89(64%)	46(33%)	4.2971	.55906
Valid N (listwise)	138									

From the findings, 31% of the respondents agreed that beliefs, rites and norms within police supports service delivery was indeed important in police service delivery in Kitui County as indicated by a mean of 2.9493.56% of respondents indicated that symbols

and signs within police service is not important to affect police service delivery as shown by a mean of 1.6667. On the statement that teamwork enhances police service delivery, most of the respondents rated it as very important shown by a mean of 4.2971. Going by the response above the researcher concluded that a majority of the respondents believed that teamwork indeed enhances service delivery in the organisation. The Kenya police department has one of most strong spirit in the service purely done on teamwork for easy success. Bearing in mind their small numbers teamwork is very important during service delivery in order to avoid failure.

Based on the findings, the study agreed with Capon (2009) on the opinion that beliefs, rites, norms are indeed important in service delivery and therefore it is easier to manage organizations structures and processes with clear beliefs, rites and rituals. The findings disagreed with Hitt et al (2005) putting insights that symbols are visible, physical manifestations of originations and indicators of organizational life. Symbols and signs convey powerful meanings and what those symbols accomplish in and for an organization. Capon (2009) agreed on the findings that organizations with good teamwork usually pull together to make sure the success of an organizational performance unlike organization with no unity where members pull apart hence sabotaging the service delivery.

Senior and Swailes (2010) also agreed that a rite or ritual is an important artifact of culture and may be defined as a regular organizational activity that carries more meaning than it does actual purpose. It's easy for leaders to of an organization to state their values, but rites and values of an organization openly publicize the values of an organization. Police department has its own rites and ritual peculiar to it. Rites and rituals play a crucial role in service delivery.



**Figure 4.7 Shows whether there are clear organizational structures to steer up service delivery within police service.**

From the above figure, 38 % of the respondents said that there were clear organizational structures that steered up police service delivery while 62% of the respondents were against the statement.

**Table 4.10 Respondents response on whether authority by senior officers has a positive impact on police service delivery.**

Descriptive Statistics										
	N	Minimum	Maximum	STRONGLY DISAGREE	DISAGREE	UNDECIDED	AGREE	STRONGLY AGREE	Mean	Std. Deviation
Authority by senior officers has a positive impact on service delivery in Kitui County	138	1.00	5.00	35(26%)	39(28%)	6(4%)	41(30%)	17(12%)	2.7536	1.42865
Delegation by senior officers has value when it comes to service delivery in Kitui County	138	2.00	5.00	0(0%)	3(2%)	2(1%)	31(23%)	102(74%)	4.6812	.61591
Responsibility vested in officer's drives performance	138	2.00	5.00	0(0%)	2(2%)	4(3%)	73(53%)	59(42%)	4.3696	.61699
Hierachy design in the organization influences service delivery in Kitui County	138	1.00	5.00	5(4%)	22(16%)	5(4%)	66(47%)	40(29%)	3.8261	1.12641
Valid N (listwise)	138									

From the findings, the study established 41% of respondents disagreed that positive response on authority by senior officers on service delivery as indicated by a mean of 2.7536. 74% of the respondents rated that that delegation by senior officers had value in police service delivery as shown by a mean of 4.6812. It was therefore very important for delegation by senior officers. This helps boost trust and confidence amongst police officers. Asked on whether responsibility vested in officer's drives performance within the police service, 42% of respondents rated it as important shown by a mean of 4.3696. Failure to empower officers may lead to them sabotaging any operational duties. Police officers especially junior ones are of the view that they are deprived off responsibility and left to rely on their seniors hence this makes them feel alienated. On whether hierarchy design in the organization influences service delivery, majority of 47% of the respondents indicated that it was important as indicated by a mean of 3.8261. Respondents agreed that organization hierarchy design influences service delivery in the service. The Kenya police have one of the tallest organizational hierarchies around, the journey from the junior most people to the senior most is quite a long way, and this makes feedback quite difficult.

The study agrees with those Hay and Hodgkinson (2006) on observation that responsibility is the institutionalized and legal power inherent in a particular job, function or position that is meant to enable the holder carry out his or her responsibility. It includes the right to command situation, commit resources, give orders and expect them to be obeyed. In order for an organization to achieve successful performance results, the staff should be empowered and given authority to make decisions that will enable them oversee proper services. Authority enables staff to come up with efficient and effective service delivery. The findings also agree with Kotter (1998), perception that delegation increase efficiency and effectiveness of the organization. Delegation also enables the utilization of employee talent hence to the benefit of the organization. Performance is a collective undertaking that requires the support and input of members in order to be successful, organizations that practice delegation usually promote responsibility and ownership since members feel they are part of the decision making process.

**Table 4.11 Interview guide to gazetted officers on police service delivery responses.**

STATEMENT	N	Minimum	Maximum			Mean	Std. Deviation
				YES	NO		
In your area of command is there any frequent sensitization on accountability through lectures, workshops and publications	17	1.00	2.00	11(65%)	6(35%)	1.2353	.43724
Do you confer powers to junior officers fairly through the process of delegation?	17	1.00	1.00	17(100%)	0(0%)	1.0000	.00000
Are there clear organizational structures to influence Service delivery within Kenya police service Kitui County	17	1.00	2.00	12(71%)	5(29%)	1.4118	.50730
Do you think resources are adequate to influence police service delivery in Kitui County?	17	1.00	2.00	14(82%)	3(18%)	1.8235	.39295
Comment on leadership skills in the Kenya police service in Kitui County as a factor to influence service delivery.	17	1.00	2.00	12 (71%)	5(29%)	1.4118	.50730
What are some of the other internal factors to enhance service delivery within the Kenya police service	17	1.00	4.00			2.3529	1.05719
Does the management seek the opinion of other officers in decision making	17	1.00	2.00	13(77%)	4(23%)	1.5294	.51450
Valid N (listwise)	17						

From the findings, the study established to find out from the senior officers whether in their area of command are frequents on accountability sensitization through lectures, workshop and publications, 65% of the respondents agreed with a mean of 1.2353. Asked on whether they do confer powers to junior officers, all officers agreed to have conferred powers to junior staff fairly with a mean of 1.0000. On the statement whether there were clear organizational structures to influence service delivery within the service in Kitui County, the respondents rated by mean of 1.4118. Majority of 82% of the respondents further agreed that resources are adequate as justified by the mean of 1.8235. Respondents comments on leadership skills showed that 71% of the officers needed more improvement as shown by the mean of 1.4118. Asked on whether management team

seeks the opinion of other officers in decision making was agreed by 77% of the officers rated by a mean of 1.5294.

The study therefore agrees with Auerbach (2003) who argued that when an organization tries to offer service to customers, it is time for management to exercise leadership. Leaders should become the role models for the rest of the staff and exhibit behaviors that demonstrate what is expected from employees in relation to the service delivery. Costa (2011) emphasizes the fact that some sort of reinforcement is necessary to produce service delivery. Management needs to be very active to institute reinforcement tactics. One method to use that does not cost money is verbal reinforcement. An organization can alter its structure and policy by simply writing new rules and procedures.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

The main objective of this study was to examine the internal factors influencing service delivery within the police service in Kitui County with a view of suggesting appropriate internal factors to assist the improvement of policing service delivery. This chapter therefore presents a summary of findings, conclusions and recommendations as well as providing areas of further research.

#### 5.2 Summary of findings

Like all other organizations that strive to excel, the Kenya police service has put in place an ambitious plan aimed at transforming the way it renders its services to its customers. Nowadays security just like food, shelter and clothing is a basic need hence it is very important to enhance how this sector performs in order to promote a safer working environment for all and the development of Kenya as a country. Since its inception the police service delivery has been faced by numerous challenges both from within and outside environment. The police service delivery has not been a walk in the park; it has consumed a lot of resources and efforts without yielding the desired results. The main purpose of carrying out this study was to discuss the internal factors influencing service delivery in the Kenya police service in Kitui County.

Leadership is the ability to influence other to achieve a certain goal. Service delivery requires strong focused leadership that is oriented towards commitment to performance. The first objective was to establish the influence of leadership on service delivery in the service and its indicators were planning, power, politics, communication and motivation. On all the indicators measured it was discovered that indeed leadership had a great influence hence impact on how service delivery was being conducted in the police service. On planning a majority agreed that it is important for senior officers to plan well to enhance service delivery. Power, politics and communication were also discovered to have a great influence on service delivery in the service. Lastly majority of the respondents disagreed that they were well motivated by leaders. This also shows that indeed motivation affects service delivery. Overall outlook of these indicators we can



conclude that indeed leadership has an effect on service delivery in the police service hence necessary measures be put in place.

Resources are both material and immaterial wealth that an organization is endowed with. The Kenya police department boasts of a huge amount of resources going by its staff, mechanicals and financial budget it operates. Needless to say these resources are seen by many as inadequate to measure up with the current operational challenges the service faces. On service delivery, it has been an agreed form on set that resources play a vital role in the undertakings. The second objective of this study was to determine if resources had an effect on service delivery in the police service. The indicators used were technology, finance, human resources, and Government policy. From the respondents, a majority felt that indeed they had an impact on service delivery in the service.

The third objective of this study was to establish the effects of organizational culture on service delivery in the Kenya police service Kitui County. Organization cultures indicators were beliefs and norms, symbols and signs, teamwork, rites and rituals. On beliefs, rites, rituals and norms a majority of officers disagreed that beliefs, rites, rituals and norms had an effect on service delivery in the organization. On teamwork the majority of the respondents believed that teamwork was important during service delivery hence has an effect on how it's managed. Overall saying by the results of the study, the indicators of organizational culture show that other than symbols and signs where respondents disagreed and strongly disagreed, in the rest, the respondents agreed or strongly agreed that they affected service delivery in the service hence a major challenge.

The fourth and last objective of the study was to determine if organizational structure had an effect on service delivery in the Kenya police service Kitui County. The indicators used here were authority, responsibility, and delegation and organization hierarchy. On all the indicators mentioned the respondents agreed more that indeed they had an influence on service delivery in the organization. Going by the results obtained from the study the researcher managed to achieve all his objectives after establishing the relationships between the independent and dependent variables. Owing to the results of the study the researcher can say that all the above variables had an effect on service

delivery in the police service hence should be factored during the process in order to produce the desired goals.

### **5.3 Conclusions**

It has all been agreed that in a modern world full of competition, organizations must keep on redesigning their strategies in order to remain relevant. Failure to enhance service delivery may make surviving more difficult to any particular organization. Service delivery enables any firm sustain its liveliness in the market and maintain its productivity. The issue of service delivery in the Kenya police service is aimed at redefining the structures and role of the police in the society with an aim of promoting enhancement of service delivery to the members of the public. However since inception the service delivery initiatives have faced numerous challenges hence making its success a distant dream.

If properly managed, the ongoing reform initiative will transform the Kenya police service into one of the best law enforcement agency in Africa with highly motivated workforce. The reforms may also bring about high quality service deliverance to the Kenyans who enjoy a safer living and working environment. Through proper management of service deliver, the citizens are able to have confidence with their police hence promotion of cooperation and understanding. By embracing modern service delivery techniques the top management will also enjoy the support of their juniors since they will have a feeling of transparency and accountability within the service. Appropriate service delivery also promotes better work relationship among the employees of the organization.

In conclusion the study concludes that the police service should rebrand its organization culture to embrace the new ones from the study a majority of the respondents were of the view that organizational culture has effects on service delivery in the police service hence a major challenge to its success. The service should also encourage its top management to practice modern leadership styles that are more officer's friendly instead of continuing with the old authoritarian practice of issuing order and expecting them to be followed unchallenged and without opinions. The police service is a disciplined organization but

this does not restrict it from embracing new leadership aspects that may enhance service delivery. Clinging to the old ways may hinder the adoption of new ideas into the service due to rigidity and resistance to opinions. Going by the response shown, it is safe to say that indeed leadership has influence on service delivery in the Kenya police service hence also a challenge. The service should also allocate sufficient resources to oversee the smooth policing management. Like a living thing during early days change needs to be groomed and nurtured well before it can yield the expected result. From the study the conclusion is that respondents were of the view that resources indeed affect service delivery in the police service hence its main challenge also.

Government Policy helps explain how tasks should be undertaken in the organization. It guides one on the steps and procedures to be followed when one wants to perform a particular task. Some policies have been cited as outdated hence hinder new service delivery initiatives within the service. Going by the results of the study it is evident and true to say that indeed Government policy is one of the main challenges of service delivery in the Kenya police service Kitui County.

## **5.4 Recommendations**

### **5.4.1 Recommendation to policy**

The researcher recommends the Kenya police service should adopt modern service delivery techniques in order to attain an effective and efficient service. The top management should make necessary efforts to ensure they boost the morale of their staff and especially those who are working in the hardship areas prone to terrorist attacks. On organization culture the organization should embrace new practices and embrace those that promote service delivery and unity within the service. Old symbols and signs that hamper service delivery should be discarded hence this calls for rebranding. Promotion of teamwork among the officers ensures employee empowerment. Bad organization history should be done away with and good ones retained same as rites and rituals. This will help easy adoption of new cultures in the police service.

The Kenya police service needs to embrace planning and proper allocation of resources. Employees should also be empowered to make crucial decision in the organization since

this not only promotes initiative but also boosts their morale. Through communication, the management is able to get feedback from staff hence able to monitor and evaluate service delivery in the organization. The management should also employ measures aimed at motivating their staff this may include both monetary and non-monetary rewards. Resources are very crucial when it comes to service delivery or any other undertaking within the organization. Staffing the organization with qualified personnel able to understand how to manage the organization is very important.

The police department has one of the tallest organization structures around. Starting from the top most officers to the junior most is quite a long way. This aspect makes communication and monitoring very difficult. I recommend that the structure be flattened a bit. Junior officers should also be given authority and more responsibility at their work stations this will promote a sense of ownership and confidence. Delegation on the other hand also promotes morale in the service.

#### **5.4.2 Suggestion for further research**

The researcher recommends that a further research be done on challenges facing service delivery in the entire national police service taking into account the inclusion of the entire security services to notice differences among the different groups. This will also establish if they face similar challenges and what areas they can learn from each other. This will enable the researcher to link both the internal and the external factors to give a wider view of the implications of the environment in general. Further research should enable other research organizations document the influence of organizational factors in other public security sectors such as the Kenya forest service, Kenya wildlife service as well as other disciplined services and opportunities provided by the organization in regard to performance. In addition, further research should also ensure policy makers and police managers focus on the specific strategic leadership actions that promote or inhibit performance in the National police service.

Provision of Service delivery is important, if service providers do not perform up to the expected level of the customer, this negatively affects service delivery ratings. Provision of quality service in public sector in the police service over the years has been criticized

and challenged by Kenyans and stakeholders to reinvent its process in order to cater for provision of quality services. Inadequate resources, leadership, poor structures and bad organizational cultures indeed affects provision of quality service in National police service. This study however was conducted in the Kenya police service and this study would like to replicate the same in other Government Ministries as well as non Government agencies to see if there are critical areas of differences between the two sectors. The study recommended a replication of the same study in the area of quality service delivery and developing a research data in order to fill the apparent gap in literature and both managerial decision making in public sector.

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## APPENDIX I: LETTER TO THE RESPONDENT

Joseph Koech,  
P.O Box 139,  
Kitui.  
20<sup>th</sup> January, 2016.

Dear Sir/ Madam,

### **RE: PERMISSION TO CARRY OUT RESEARCH**

I am a student at South Eastern Kenya University pursuing Master's Degree in Business Administration. I would like to carry out a research on the *internal factors influencing service delivery in the Kenya police service* with reference to police commands in Kitui County.

This questionnaire is aimed at collecting information which will be useful in the above mentioned research study as part of the course requirement. The information you provide will be used for academic purposes only and will be treated with paramount privacy. All the questions in this study can be answered by ticking the box that best represents your views.

Your cooperation will be highly appreciated.

Thanks in advance

Yours faithfully

KOECH JOSEPH

## APPENDIX II: PERMISSION FOR DATA COLLECTION BY THE UNIVERSITY



**SOUTH EASTERN KENYA UNIVERSITY**  
OFFICE OF THE DIRECTOR  
BOARD OF POST GRADUATE STUDIES

P.O. BOX 170-90200  
KITUI, KENYA  
Email: [info@seku.ac.ke](mailto:info@seku.ac.ke)

TEL: 020-2413859 (KITUI)  
020-2531395 (NAIROBI)

E-mail: [directorbps@seku.ac.ke](mailto:directorbps@seku.ac.ke)

Our Ref: D61/KIT/20412/2013

Date: Tuesday, March 29, 2016

Koech Joseph Kiplangat  
Reg: D61/KIT/20412/2013  
Master of Business Administration  
C/O Dean, School of Business and Economics

Dear Kiplangat,

**RE: PERMISSION TO PROCEED FOR DATA COLLECTION**

This is to acknowledge receipt of your Master in Business Administration Proposal document entitled, *"Internal factors influencing service delivery within the Kenya police service in Kitui County"*.

Following a successful presentation of your Master Proposal, the School of Business and Economics in conjunction with the Directorate, Board of Post graduate Studies (BPS) have approved that you proceed on and carry out your research data collection in accordance with your approved proposal.

During your research work, you will be closely supervised by Dr. Joash Migosi and Ms. Anne Christine Kabui. You should ensure that you liaise with your supervisors at all times. In addition, you are required to **show proof of publication of your research finding** and fill in a Progress Report (**SEKU/ARSA/BPS/F-02**) which can be downloaded from the University Website.

The Board of Postgraduate Studies wishes you well and a successful research data collection as a critical stage in your Master of Business administration.

Prof. Cornelius Wanjala  
**Director, Board of Postgraduate Studies**

Copy to: Deputy Vice Chancellor, Academic, Research and Students Affairs  
Dean, School of Business and Economics  
Chairman, Department of Business & Entrepreneurship  
Dr. Joash Migosi  
Ms. Anne Christine Kabui  
Director, Kitui Campus  
RPS Office- To file

### APPENDIX III: QUESTIONNAIRE

Dear Respondent,

This questionnaire is being administered to investigate the internal factors influencing service delivery in the Kenya Police Service in Kitui County. Please answer the questions freely. The information you provide will be treated with utmost confidentiality and will be only used for academic research purposes.

#### Section A: - (Demographic Information)

Please tick the appropriate option in the boxes provided.

What is your gender?

Male

Female

In which age bracket do you fall in?

20-30 years

30-40 years

Above 40 years

What is your level of education?

“O” Level

“A” Level

Form four

Graduate

Others specify

What is your rank?

C.I

I.P

S/SGT

SGT

CPL

PC

GO'S and above

What is your length of service?

10 years and below

20 years and below

30 years and below

Above 30 years

**Section B: - Leadership**

Is your organization currently providing good leadership to influence service delivery?

Yes

No

Indicate the extent to which the following leadership factors will influence the service delivery among the police service in Kitui County in a scale of 1-5 where (1)-Strongly Disagree, (2) Disagree (3) Not Sure, (4) Agree, (5) Strongly Agree .

		1	2	3	4	5
1	Planning by the senior officers is important in any service delivery process in Kitui County.					
2	Power by senior officers enhances service delivery within the service in Kitui County.					
3	Communication with the senior officers in the service delivery is effective in Kitui County.					
4	Support from senior officers to subordinate officers enhances service delivery in Kitui County.					
5	Motivation by leaders enhances service delivery in Kitui County					
6	Politics among officers enhances service delivery within Kitui County					

**Section C: - Resources**

Is your organization currently doing well in the reform process with the resources available?

Yes  No

Indicate the extent to which the following resources factors in the service delivery among the police service in Kitui County in a scale of 1-5 where (1)-Strongly Disagree, (2) Disagree (3) Not Sure, (4) Agree, (5) Strongly Agree .

		1	2	3	4	5
1	Professional human capital among police officers is enough to steer up police service delivery in Kitui County.					
2	Technology within the police service has highly assisted to provide adequate service delivery in Kitui County.					
3	Financial resources are sufficient for service delivery in Kitui County.					
4	Government policy influences police service delivery process in Kitui County.					

**Section D: - Organizational Culture**

Does your organization embrace organizational cultures fully to enhance service delivery within the service in the County?

Yes  No

Indicate the extent to which the following organizational culture factors in the service delivery among the police service in Kitui County in a scale of 1-5 where (1)-Strongly Disagree, (2) Disagree (3) Not Sure, (4) Agree, (5) Strongly Agree .

		1	2	3	4	5
1	Beliefs, rites, rituals and norms within police service supports service delivery in Kitui County.					
2	Symbols and signs within the service affect police service delivery in Kitui County.					
3	Team work enhances service delivery within the police service in Kitui County.					



**Section E:-Organizational Structure**

Are there clear organizational structures to steer up service delivery in your organization?

Yes

No

Indicate the extent to which the following organizational Structure factors in the service delivery among the police service in Kitui County in a scale of 1-5 where (1)-Strongly Disagree, (2) Disagree (3) Not Sure, (4) Agree, (5) Strongly Agree .

		1	2	3	4	5
1	Authority by senior officers has a positive impact on service delivery in Kitui County.					
2	Delegation by the senior officers has value when it comes to service delivery in Kitui County.					
3	Responsibility vested in officer’s drives performance in Kitui County.					
4	Hierarchy design in the organization influences the service delivery in Kitui County.					

**APPENDIX IV INTERVIEW GUIDE FOR SENIOR OFFICERS OF THE RANK OF  
GAZETTED OFFICERS.**

1. In your area of command is there any frequent sensitization on accountability through lectures, workshops and publications? Yes ( ) No ( )

Give examples.

2. Do you confer powers to junior officers fairly through the process of delegation of responsibility? Yes ( ) No ( )

3. Are there clear organizational structures to influence service delivery within police service in Kitui County? Yes ( ) No ( )

4. Do you think resources are adequate to improve on police service delivery within Kitui County? Yes ( ) No ( )

5. Comment on leadership factors in the Kenya police service in Kitui County as part of the

factor on service delivery.....

6. What are some of the internal factors that are likely to hinder the realization of police service delivery in Kenya.....

8. Does the management personnel's seek the opinion of other officers in decision making, if yes state the scope of consultation.....