

**DETERMINANTS OF SERVICE DELIVERY IN THE NATIONAL POLICE SERVICE
IN NAIROBI COUNTY, KENYA**

BY

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DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for an award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

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DEDICATION

I am grateful to my dear family that has always stood by me in all the circumstances. Their cheerful support has always given me the strength to soldier on even in the midst of challenges.

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I am thankful to God for granting resilience to carry out this research. I recognize the dedication of my family and friends for their support and encouragement throughout the entire research period. I also take this opportunity to acknowledge my supervisor **Dr. Wycliffe N. Misuko, Phd** whose tireless effort has enabled me to come up with complete research proposal that meets examination standards.

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ABSTRACT

In the recent past the general public has remonstrated on the service delivery of the police occasioned by the numerous protests on police corruption, extra-judicial killing and non-responsive to increased crime. Despite the reforms proposed by the Waki and Philip Ransley Taskforce occasioned by the Post-Election Violence of 2009 not much significant difference in service delivery had been realized. Citizen's perceptions had significantly reduced for the last five years, despite the government having invested in improving police equipment for detecting and fighting crime this did not translate to improved service delivery to the citizens. The overall security situation in the prefecture continues to deteriorate and there are still widespread crime rates across the country, resulting in the renewal of law and order and a decrease in public confidence.

It is upon this background that this study assessed how Police Training, Police Leadership, non-monetary rewards, monetary rewards influenced quality police service delivery. The study utilized descriptive research design. Data was cleaned and preliminary analysis performed to aid in the decision of choosing test statistics which were performed. Data analysis results established that police training and non-monetary rewards had a significant positive (sig. $p=0.000$, $p= 0.000$) relationship with service delivery. Conversely, there was insignificant positive relationship (sig. $p = 0.09$ and $p= 0.378$) respectively between monetary and police leadership and service delivery. Finally, on average, the level of service delivery in the absence of any predictor variables was found to be 0.081. Therefore, the study recommends that the Kenya police service should conduct regular training to impact the police officers with the relevant knowledge on the use of modern technology and skills on situation response, strategic patrolling, firearm proficiency skills, first responder in an active shooter situation, risk and crisis intervention analysis, crowd control skills and administrative courses. It further recommends that police commanders should create awareness on police mission and vision to all police officers through workshop and seminars to provide the police officers with a clear and effective guide for making decisions, hold them accountable for their actions to avoid cases of misuse of power and improper use of fire arm.

Counselling and Psychosocial is key in ensuring quality service delivery, this can be actualized by setting up a counselling unit to help officers experiencing stress and trauma in the line of duty to maintain psychological well-being and perform their duties more efficiently. Exemplary performance, dedication and selfless service should be recognized and appreciated in order to increase in performance, productivity, morale, retention and overall satisfaction. The National police service should ensure that the officers' pension is promptly paid, medical cover is comprehensive, workplace injury benefits to the police officers who get injured while carrying out their duties are expedited in order to increase their committed in fight against crime in the Country and overall increase in quality service delivery to the citizenry.

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ACRONYMS AND ABBREVIATIONS

NPSC:	National Police Service Commission
NPS:	National Police Service
KPS:	Kenya police service
DCI:	Directorate of Criminal Investigations
APS:	Administration Police Service
ICT:	Information Communication Technology
UK:	United Kingdom
US:	United States
UN:	United Nations
PEV:	Post- Election Violence

OPERATIONAL DEFINITION OF TERMS

Service Delivery

Service delivery within the context of police refers to maintenance of law and order and ensures that the constitution is protected (Victor & Headmound, 2015).

Police Training

Police training refers to learning and teaching activities to the police force aimed at enabling them understand matters of the law and carry out their duties effectively (Mumanthi and Gachunga,2014)

Police Leadership

Leadership according to Maxwell is the process by which one individual motivate others, mobilize resources for the realization of common goal (Cherry, 2021).

Non- Monetary

Rewards

non-monetary compensation are kind of benefits like flex-time arrangement, time off, free houses, uniforms, food , gym, reduced tuition, free medical services to police (Lameck, 2011).

Monetary Rewards

Monetary rewards are the financial rewards which are provided to police for meeting their goals (Burgess & Ratto, 2013).

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

As defined by Kelly, Mulgan, and Muers (2012), service provision can be defined as any contact with government officials with customers, usually citizens, residents, or businesses, to seek or provide information about their affairs to do or perform their duties. The provision of public services and goods is the main task of any government, regardless of the political system in the relevant city district democratic or authoritarian style. Every taxpayer (citizen) has the right to a basic reserve from birth certificate to death certificate. As explained by Khemani (2014), these services should be provided in an efficient, predictable, reliable and customer-friendly manner. Effective service delivery is achieved by ensuring that factors such as time and timelessness, completeness, courtesy, consistency, accessibility, convenience, accuracy and responsiveness are maintained at all times. This ensures customer satisfaction, lower delivery costs, a better image and a better company reputation.

However, despite the reforms, Numbeo survey of (2020) indicates that the crime rate in Kenya has been on the rise for the past three year from 57.49% in 2017 to the rate of 69.7% in 2020. Citizen's perceptions had significantly reduced for the last five years, despite the government having invested in improving police equipment for detecting and fighting crime this did not translate to improved service delivery to the citizens. Equally, Amnesty International, (2013) also found that three years since beginning of police reforms not much significant difference had been realized. The overall security situation in the prefecture continues to deteriorate and there are still widespread crime rates across the country, resulting in the renewal

of law and order and a decrease in public confidence. The persistent disagreements in the police leadership continued with vague lines of reference.

According to Anna and Lissa (2016), the provision of services is influenced by institutional characteristics. These factors include the skills and competencies of employees, professionalism, attitude and incentives. If employees are competent, motivated and competent, efficient service delivery can be achieved. The work environment can affect the morale of employees, and thus affect the quality of services provided. Improved service delivery increases customer satisfaction, productivity and financial performance. Information technology application software enables organizations to automate, among other things, call center services, customer interactions with e-mail, customer response, and feedback.

1.1.1 Service delivery

For the past two decades, the Kenyan public sector has not provided effective services to citizens, mainly due to poor governance. Other factors that contributed to poor service delivery in the country were misuse of funds, human resource management practices, information technology, and government bureaucracy (Victor & Headmound, 2015). The intended results of the efficiency and effectiveness of service provision and the optimization of service costs contribute to the strategic management of institutions in modern management styles. A decentralized system of government is a new pursuit of excellence in Kenya, which requires a strategic approach to achieve this goal.

The knowledge on how law enforcement agencies deliver services to the general public is very important to investors and governments across the globe. Police service is crucial; they help prevent crimes, create order and promote traffic safety, offer surveillance on drug and human trafficking (Biron, Farndale & Paauwe, 2011). An effective performance appraisal tool can help

track morale which is an indicator of health or dysfunction in the police department. In addition, performance metrics inbuilt to the processes can help the police executives control police corruption, tribal bias, customer service levels and frequent claims of abusive behavior report by the general public on officers. Furthermore, the tool defined what is supposed to be measured, what activities and values the Service expects from its officers. It also gives every officer an opportunity to assess the penalties for non-conformance.

Susan, Gakure, Kiraithe and Waititu (2012) outlined that the main work for police is to offer security to the general public and reduce the crime rate. However, they noted that crime changes so fast and therefore there is need for constant retraining of officers to be able to acclimatize with the changes and remain fully equipped to discharge their duties efficiently. Walker (2014) has noted that improving service delivery require introduction of multifaceted approach in policing and the general cooperation between police and the citizens to help track effectively crime rates and keep check on surveillance.

1.1.2 Determinants of service delivery in the National Police Service

Critical function of policing historically has been the apprehension of criminals. However, today's policing roles have been broadened to include roles such as counsellor, problem solver, emergency response (Greene, 2010). Despite the change in looking at policing in the modern sphere, several nations still develop performance measurement of police services only to focus on crime related indicators such as response time to crime, crime rates and successful apprehension of criminals.

However, nations across different continent have begun implementing police reforms targeting expanded view of the paradigm shift in policing which now focus on the 'value for

money' and democratic policing concept. According to United Nations the role of police should be measured in terms of set principles which include among others fairness in treating citizens, enhancement of safety and fair treatment of all persons arrested as well as protection of the rights of minority groups in the society. Bayley (2010) on the other hand has argued that the modern policing must embrace principles such as respect for the rule of law, protection of minority groups as opposed to dancing to the whims of executives. Therefore, a modern policing has been transformed which require a complete shift to a knowledgeable workforce who uses reasoning and logic before jumping to actions.

Bititci, Garengo, Dörfler and Mendibil (2009) also have re-emphasized critical indicators which should be used to evaluate modern policing which includes among others; protection of civil rights of citizenry, freedom from abuse, torture and free speech. Greene (2010) equally supported similar sentiments and argued that the new wave of policing should be centered on protection of human rights and therefore through community policing, the police officers must remain accountable to the general public as well as the government. The new angle of measuring policing should encompass seven-dimension, crime reduction in the society, ensuring that offenders remain accountable for their actions, security for businesses and using of force sparingly and increased customer satisfaction on the services they offer to the general public. Biron, Farndale and Paauwe (2011) proposed the use of balanced Score card in measuring police performance which includes measurements such as how the officers have utilized the public resources entrusted to them in discharging their duties, customer satisfaction which include the public opinion on policing, and the internal perspective which include innovation and learning to boost excellence in performance. Mastrofski's however has outlined six domains for

measurement of police performance which include a quick predictable response to crime, demonstrate mannerism, competence and treat everyone with respect.

1.1.3 National Police Service

An agency of the government formed under Article 243 of Kenya Constitution as the main organ which maintains law and order and operationalized by The National Police Act, 2011 and the National Police Service Commission of 2011. The National Police Service main responsibility is to enforce laws made in parliament and implementation of The Kenyan Constitution. The body comprise of three arms of police unit that is the Administration Police Service (APS), Directorate of Criminal investigation (DCI) and Kenya Police Service (KPS). The Mission of National Police Service is to offer professional and people centered police service that supports citizens in resolving conflicts and offer protection for common good. At the core of police service is openness, swift response and early detection of crime.

The impetus of police reforms was occasioned by the Post- Election Violence (PEV) of 2009 where the police was used as an instrument of control by Businessmen and political Elite. The Executive appointed the Waki and the Philip Ransley taskforce that recommended comprehensive reforms that saw the establishment of the National Police Service Commission (NPSC) whose mandate was to professionalize the police service and enhance performance. The leadership structures were reformed with the merger of the Administration Police Service with the Kenya Police Service to handle to eliminate overlap and duplication that ultimately affect performance. The Merged Kenya Police currently focus on public safety and security while the Administration Police focus on protective and border Security while the Directorate of Criminal Investigations focus on criminal Investigations.

1.2 Statement of the Problem

The general public is dissatisfied and continually feels let down by the police service. This has been occasioned by the numerous protests on police corruption, extra-judicial killing and non-responsive to increased crime. The key to successfully reforming a public organization like National Police Service is its ability to identify stakeholder expectations and develop a strategy based mostly on its intangible resources at its disposal (Frączkiewicz-Wronka & Maćkowska, 2011). According to Hawarysz study found that managers implementing public sector reforms face many challenges including limitation of resources and every growing public expectation.

British Crime survey indicated the police in the UK treat people with respect at 84%, fairness at 65% and understand issues affecting the general population at 67%. Adekunle (2016) accounted the inefficiency of the Nigeria Police Force to lack of funding for training, over centralized operations leaving frontline units underfunded and understaffed, poor remuneration and lack of motivation. However, despite the reforms, Numbeo survey of 2020 indicates that the crime rate in Kenya has been on the rise for the past three year from 57.49% in 2017 to the rate of 69.7% in 2020. Citizen's perceptions had significantly reduced for the last five years, despite the government having invested in improving police equipment for detecting and fighting crime this did not translate to improved service delivery to the citizens. Equally, Amnesty International, (2013) also found that three years since beginning of police reforms not much significant difference had been realized. The overall security situation in the prefecture continues to deteriorate and there are still widespread crime rates across the country, resulting in the renewal of law and order and a decrease in public confidence. The persistent disagreements in the police leadership continued with vague lines of reference.

Regionally, Tadesse (2019) assessed public service reform in Ethiopia: challenges and gaps after implementation. The study found that preliminary studies and observations indicated that these efforts were far from achieving their objectives of improving operational and public sector efficiency to the required level. On the spot, Musyoka, Ochieng and Nzioki (2016) examined the factors influencing the provision of quality public health services with a focus on Nyahururu District Hospital. The study found that the organization needs to improve staff capacity to improve service quality. Although several studies have been carried out to assess the provision of services, no studies have been carried out on the provision of services within the national police service to critically assess the structure of administration, training, monetary and non-monetary compensation.

1.3 Research Objectives

1.3.1 General Objective

To assess the determinants of service delivery in the National Police Service in Nairobi County.

1.3.2 Specific Objectives

- i. To assess the how police training determines service delivery among police officers in Nairobi County.
- ii. To determine the effects of police leadership on the service delivery among police officers in Nairobi County.
- iii. To assess the influence of non- monetary rewards on service delivery among police officers in Nairobi County.
- iv. To determine the effect of monetary motivation factors that influence service delivery among police officers in Nairobi County.

1.4 Research Hypothesis

The study was guided by the following null hypothesis

- i) H1: Police training does not significantly influence service delivery among police officers in Nairobi County?
- ii) H2: Police leadership does not significantly influence service delivery among police officers in Nairobi County?
- iii) H3: Non-monetary rewards do not significantly influence service delivery among police officers in Nairobi County?
- iv) H4: Monetary compensation does not significantly influence service delivery among police in Nairobi County?

1.5 Justification of the Study

A stable and reliable police system plays a significant role in society, promotes higher investment appetite, development and growth of the economy. The police have always received a backlash due to poor service delivery from its citizens. The police reforms focused on welfare issues such as housing, uniforms, leverage on ICT, oversight organizations and combating corruption. Unfortunately, little has been done to improve leadership structures, training, monetary and non-monetary compensation. This study therefore, examined how the four determinants can influence service delivery and an overall efficient and an effective National Police Service in Kenya.

1.6 Significance of the Study

The research findings will contribute to the body of knowledge in the field of human resources with specific focus on shading more light on the role of training, leadership, non-monetary

rewards and monetary rewards and role in increasing service delivery in the police service. This contribution specifically is expected to help government policy makers in putting appropriate measures which will ensure that the ongoing police reforms contributes to improved service delivery. Equally, these research findings will give scholars in the world of academia and those in research a good basis for continued studies in the field police reforms and service delivery improvements. The study findings will also be useful by the government of Kenya since it will point significant areas which require urgent scrutiny and subsequent reforms. More so, this study will act as the basis for looking at what are the key enablers of higher police performance and advise police human resources and police leadership on some of the best ways to do to get better police results. This study will also provide reliable statistics which will form the basis for further police reforms, aide in review of policies and regulations, help in review of the leadership structure, increase motivation among the police officers and review of training curriculum that will see police officer being more citizens responsive and thus increasing service delivery exponentially.

1.7 Scope of the Study

The dissertation assessed the determinants of Service Delivery in the National Police Service in Nairobi County, Kenya. The study looked into factors such as police training, police leadership, non- monetary rewards and monetary motivation. The study was undertaken for a period of 1 year.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature on determinants of service delivery among police force that previously been done researchers, scholars, analysts, and scholars. It includes a theoretical overview organized on the basis of study subjects and study goals.

Empirical literature from the authors is used to illustrate the various subtopics mentioned in the study objectives. In general, this section includes a theoretical, conceptual and empirical overview.

2.2 Theoretical Framework

Various theories have been reviewed which are significant to the study topics. This was done in order to establish the contemporary thinking on the subject and trends. Theories advanced by different scholars on the study variables and their relationships to enhancing service delivery or performance of a state corporations.

2.2.1 Herzberg's Two-Factor Theory of Motivation

The above theory was proposed in 1959 by Frederick Herzberg. The theory argues that certain factors are essential to make employees work harder which obviously improves the services offered be it a state corporation or any other business entity. However, certain factors may result to employees getting demotivated in offering excellent services if they are not present within the organization such factors he classified as hygiene factors. Motivators often are concern about the job itself for instance how interesting the job and various opportunities the job offers give employees such as opportunity for promotion, extra responsibility, and recognition. The hygiene

factors do not motivate but they make the job fit for employees such as good pay, good working environment.

This theory is applicable to this study since police management while interested to improve service delivery within police service must ensure that the task assigned to police are motivating, introduce job recognition measures, higher responsibility to lower level staff and provide various opportunities for promotion within the service. Equally important are the hygiene factors which include good salary, good working conditions, and enough tools to work. However, this theory has been criticized several times because it is not possible to distinguish between factors and health factors. It is argued that performance, recognition and responsibility are important for both satisfaction and dissatisfaction, while dimensions such as safety, pay and working conditions are less vital. Although this theory has been criticized, this theory has significantly contributed to Maslow's ideas and made them more applicable to the work situation. Some of the ideas put forward by Herzberg are very popular, such as vertically expanding workplaces, which give workers more responsibility. The challenges for what motivates the police are still many for the top management of the police Service. Police work is unique and different. What could motivate police officers in urban areas may not necessarily be the same as its counterparts in the countryside, so it is a matter of concern and interest to see how motivation and hygiene factors play a role in improving police service delivery.

2.2.2 Trait theory of leadership

Trait theory of leadership suggests that some people are born with leadership qualities and personality traits influence leader emergence and effectiveness. These qualities might be personality factors, physical factors, intelligence factors among others. Trait theory usually focuses exclusively on the leader and neglects the follower. According to K. Cherry 2021) in his

publication noted that there are several books and articles written on the various characteristics necessary to become a great leader, suggesting that leadership is somehow predestined in some (or is at least more likely) while unlikely, if not impossible, in others. Since the publication of Carlyle's thesis, psychologists have examined and argued about the trait-based theory of leadership. From the 1940s to the 1970s, psychologist Ralph Melvin Stogdill suggested that leadership is the result of the interaction between the individual and the social situation and not merely the result of a predefined set of traits. However soon after in the 1980s, James M. Kouzes and Barry Z. Posner posited that credibility was a key indicator of leadership skills, characterized by such traits as being honest, forward-looking, inspiring, and competent.

In reviewing trait theories of leadership, Bass (1990) proposed two questions: (a) Which traits distinguish leaders from other people, and (b) what is the magnitude of those differences? With respect to the first question, leadership scholars have generally examined leader traits related to demographics (e.g., gender, age, education), task competence (e.g., intelligence, Conscientiousness), or interpersonal attributes (e.g., Agreeableness, Extraversion; Bass & Bass, 2008). This theory was applicable when looking at service delivery by the police who are in various ranks of leadership since their character, gender, age, education, intelligence are key when looking at leadership at different ranks of police which are aligned to the services they deliver.

2.2.3 Maslow's Hierarchy of Needs

Maslow theory was discovered by Abraham Maslow in 1943. The theory argues that human beings are needs driven and if you are able to satisfy these needs they remain motivated in achieving excellence in their work and that will promote service delivery. This theory is useful in this study since in order for proper management and coordination of officer for effective

service delivery, top police leadership and policy makers must realize that police officers are human beings whose personal needs would determine their motivation in offering services to the citizens. However, applying this theory, deployment of police officers need to start from hazard areas as they move gradually to town settings. Maslow's request to the police is very important and determines whether the police can be motivated. It is very easy to encourage workers who have started working in cities to move to high-risk rural centers. Therefore, new officers should not be placed in high-risk areas, but in large cities, and promotional officials should be transferred to high-risk companies before they can operate, and new officers should learn from them. the areas. Even remuneration and non-wage benefits should be based solely on the seniority of the person in power and such expectations should be made clear when orienting new recruits to allow them to develop a positive expectation of serving citizens as this is the channel is for their promotions and for the acquisition of benefits.

2.2.4 Constructive Learning Theory

Constructive Learning theory was founded by Jean Piaget in 1979. The theory argues that learning is more effective if it originate from the past experience to new knowledge as well as active engagement of learners. This theory argues that for training to yield maximum results on the participants, it should originate from the experience of the learners and the role of facilitators to help participants discover new knowledge out from what they have already. In application of this theory require that facilitators for police trainings must recognize the fact that officers will learn best if the learning process is active rather than passive process. Incorporating their experience in developing learning is essential for effective learning and mastery of new skills which will be introduced throughout the training session and ensure that learning remain a social activity.

2.3 Empirical Review

This section sets out an empirical review of literature as per the research objectives. It covers the effect of police training, leadership influence, non- monetary motivation and monetary compensation on service delivery.

2.3.1 Training and Service delivery

Training has been defined by Mumanthi and Gachunga (2014) as continuous management tasks that impart new skills and expose employees to achieve better results in their workplace. The authors noted that training target to change employees' behavioral and technical skills such that workers can play rightful role in their jobs. Ultimately, the purpose of training police officer is to make them capable of handling crime well.

Chappell and Lanza- Kaduce (2010) conducted a study in United States on the need for police training and found that due to changes in societal needs and demand there was need to consistently put police officers with relevant skills and knowledge that that support them to remain relevant to their new job demands as changes take place in the society on crime and technology use. Dipak (2011) noted that police training need to combine technical skills which should be done on the job and theoretical foundation which should be integrated during police academy training centre for new recruits. Thus police training curriculum design should cover multidisciplinary approach with emphasis on efficiency, integrity as well as legitimacy. Therefore, police officers training should focus on given them the needed skills and competencies for performing specific tasks well.

Blumberg, Giromini, and Jacobson, (2016) did another study in Canada and found that police training should focus on professional technical skills to the new recruits as well as moral interpersonal relationship among officers. The author found a strong relationship between proper

training of officers and job success and deduced that proper training of police officers is a predictor of job success. In Canadian Police Academy, training curriculum focus on giving police skills on situation response, strategic patrolling, firearm proficiency skills, first responder in an active shooter situation, risk and crisis intervention analysis, crowd control skills and administrative courses. Equally, traffic police officers require additional courses relevant to government rules on vehicle, vehicle operations, criminal law and procedures.

Ojo (2014) did a study on how to use training to improve police integrity to help find out effective police management approach. The findings found that the major challenges threatening effective policing in Nigeria were corruption, police brutality, police stress, questionable recruitment and poor relation of community with police officers in Nigeria was hampering effective service delivery. The paper recommended that in order to boost service delivery among police officers eradication of corruption was critical and this must be balanced with good pay package for police officers and proper training and retraining. Antrobus, Thompson and Ariel (2019) did a study on procedural justice training out from randomized control trial. This was meant to increase officers' interactions with the public. The findings established some limited positive effects between training and police officers attitudes and service delivery. Training was found to have increased recruits perceptions on procedural justice but not police officer perceived use of skills though the two findings were not statistically significant.

Mboroki (2012) assessed the factors influencing service delivery by KPS within Nairobi County. In this case, the study population was 843 Police Officers within Nairobi Province. The research employed both stratified random sampling as well as cluster sampling to select 102 Police Officers. The study administered interview schedule and questionnaires to accessible

population in Buruburu, Kayole and Central Police Divisions. The study found that KPS is highly influenced by the type of training that Police officers go through.

Mumanthi (2014) examined the impact of training on the National Police Service's performance. The study deployed descriptive survey as its research approach, and primary respondents were police officers in service. Three hundred and eighty-four police officers were chosen for the study. Drop-and-pick method was used to distribute questionnaires to the respondents. The research study revealed that training has an impact on national police service performance. Training policy framework, which is designed to achieve the organization's strategic goals support the study findings.

In Kenya, Marangu and Ogoti (2014) assessed whether Pre-service Training influences Service Delivery in National Police Service within Bungoma County. The study used descriptive correlational survey design. Study population was all 14 police stations situated in Bungoma County. In this study, simple random sampling was deployed to identify 50 percent of the 14 police stations situated in Bungoma County. The researcher collected and used both primary as well as secondary data. Moreover, primary data was obtained through self-administered questionnaires while secondary data was derived from already available records on the NPS. The study established that pre-service training has statistically positive influence on service delivery of national police service.

Maina and Waithaka (2017) looked into the impact of on-the-job training on police officer performance in Kenya Police Service. The study used population of 85 servicing police officers as well as 47197 households. A census of 85 servicing police officers within the Imenti South Police Division was conducted, with sample of one hundred households.

Data was collected using two semi-structured questionnaires. On-the-job training has a statistically insignificant and positive effect on performance of police officers in KPS according to the findings.

In Kitui County, Koech (2016) assessed the factors affecting service delivery in KPS. Target population consisted of about 460 police officers working in Kitui County's police commands of whom 138 officers were used to gather data. The researcher employed a stratified random sampling technique to ensure that officers of all ranks in the service were adequately represented. The researcher's primary data collection method was via structured and unstructured questionnaires, as well as interview guides that were appropriate and effective. The researcher found that training has significant positive effect on service delivery.

According to IBIMA (2015) findings in Zimbabwe, training was found to key drivers to assist in protecting the police officers image to the public which influences community readiness to associate well with the police officers. The study found that training improves personal and technical skills make officers remain relevant in fighting ever changing crimes in the society. However, the study found gaps on the training which was offered in terms of inadequate content and it was not comprehensive.

Mateja (2014) studied how effective training of police reduces crime prevention in Tanzania Dodoma through the use of regression and correlation analysis. The findings established that with proper training of police officers were better placed to prevent crime and criminal activities in the country. Though the findings established that insufficient resources, negative perception and poor forensic capacity were among the challenges police force were facing.

Mwakyosi (2013) however in Tanzania did a study to establish how training could be utilized to improve performance. The study results found that training positively impact on performance and this ultimately increased crime prevention and crime reduction within the country. Additionally, the author found that as result of improving police skills, peace and order was able to be attained as well as reduction of traffic accidents, jams on the roads and public complains significantly reduced. Mumanthi and Gachunga (2014) in Kenya studied the effect of training on service delivery. The study explored descriptive survey design by the use of 300 respondents. The results established that for police training to give the desired outcome, experiential learning and active engagement methodologies of training should be used and practical especially the use of technology in combatting crime related incidences. In addition, research has shown that monitoring and evaluation contribute to the development of effective curricula. Give progress status through comments. Show the effects of education. Research shows that motivation affects employee performance when it provides equal and equal opportunities. Employees can be involved in the decision-making process. There is good communication between people.

Another study by Chirchir (2012) on effect of training and development on services, adopted descriptive survey design since it was interested in establishing how training contributes to service delivery among civil servants for employee working at the County Government of Uasin Gishu County. Findings showed that the majority of respondents noted that employee confidence was low and that this affected relationships and that training was therefore effective in increasing customer satisfaction that the most popular method of training employees was on-the-job training. Mutemi (2014) on the other hand conducted a study in Kenya on challenges facing Police Reservists in Turkana County. The study was interested in establishing the

challenges facing police Reservists in Turkana County and how best to develop remedial actions to help solve those challenges. Data was analyzed using descriptive statistics and inferential statistics. Findings established that training was much needed to improve police reservist's effort in supplementing security in Turkana County. The results found that the reservists' capacity to huddle crime was low and this was leading to frequent escalating criminal activities including cattle rustling prominent in the region.

2.3.2 Leadership influence on police service delivery

Leadership can be defined as the act of creating an inspiring vision for the future, motivating your employees and managing delivery and vision. It also involves building a team by providing vision and provides energy for assignment to be done.

Leadership is described in Jim Will's book Good to Great, which translates from organization to good. Good leaders start bringing the right people out of the system and the right people into the organization. When asked what people believe is the greatest asset, the right people are the most important asset.

Zvavahera (2013) did a study in Namibia to establish effect of Leadership on Service Delivery in Universities using document analysis and interview methodologies. The results established that good service delivery was being experienced on full time students but service delivery to open learning was very poor. Submissions of learning materials for open learning were often late as well as late assessment of assignment and examinations. Majority of students noted that they have never got immediate feedback from their lecturers and as such there is poor coordination of program activities.

Kroukamp (2017) while studying effects of leadership on good governance and service delivery in South Africa found that leadership plays a critical role for good governance and effective service delivery to citizens. Leadership plays the strategic option role which means effective

leaders are able to stir organization to success. The results showed that in organizations, leaders often exercise power and authority in different ways to move the team toward team goals.

Machohé (2011) studied leadership, politics and local government capabilities for effective service delivery in Mozambique. The results established that decentralization which gave power to municipalities developed improved service delivery. The results showed that basic services for citizens have improved. Previous researchers have found that the strength that leaders can have in any position lies in a specific position in the organization. This is emphasized as a key element of Fiedler's leadership theory. The difference between authority and leadership may seem vague, as influence is clearly defined in most definitions. In addition to these similarities, the authors generally distinguish between the two concepts more clearly, for example by limiting management to "occasional influences." Unfortunately, the omission of coercion sometimes requires a leader's role to create a common goal among the disciples, which is initially lacking, even if it means bypassing it or expressing other foundations of authority.

Janda said that because followers have a legal right to make demands on what is called authority, followers respect leaders. For example, a standing group leader has a legal right to give instructions, and team members must follow the group. Outside the group, the group leader will need to use other types of force to change his or her behavior. It makes sense to look at different forms and dynamics of social activity to see if leadership is effective or ineffective. A more general and practical difference is to take leadership as a subdivision of power. Leadership comes when those in power and those in power have a common goal.

Mabila et al (2014) showed that poor leadership, inadequate training opportunities, low wages, low living standards, high workloads, and lack of transparent criteria for promotion are at the root of the challenges facing most Swaziland police. These factors are fueling crime among

politicians. Vernon (2010) identified factors influencing Queensland police motivation using factor analysis using MANOVA, ANOVA, and multiple regression analysis. Research shows that motivational factors in the police workplace include acceptance, success, employment relationships, work, pay, and circumstances. Eitle et al. (2014) used binomial regression analysis to study the relationship between the U.S. police and the police and environmental factors. The results show that the size of the organization, the presence of a full-time home affairs department, as well as training and the rate of violent crime, are influenced by inappropriate police behavior.

A study by Owoko (2017) examined effects of leadership on service delivery within Kenya Police: A Study of DCI Headquarters. Data was gathered from Kiambu County residents and police officers at the DCI headquarters. At the DCI headquarters, population under study was 200 police officers. For the study, the researcher employed stratified random sampling to choose 60 police officers. Questionnaires were used to collect data from police officers and members of the public. The researcher found that leadership has positive significant influence on service delivery.

Ayabei (2017) examined whether leadership influences Service Delivery. The study deployed descriptive casual-effect research design. Administration Police officers working in diverse sub-counties with a study population of 860 officers were the target population, with a sample of 135 officers being used to gather information. Moreover, cluster purposive, stratified and also random sampling methods were employed by the researcher. Primary as well as secondary data were deployed during the study. Moreover, questionnaires were employed to obtain primary data, whereas secondary data was gathered from published documents such as journals,

periodicals, magazines, and police reports. The study revealed that leadership is positively correlated with service delivery.

In Kenya, Mwangi (2018) conducted with a study with the purpose of assessing the leadership influence on performance of police service. The study participants were entirely the National Police Service officers drawn from the different cadres and departments who had attended leadership development training at Police Colleges and Kenya School of Adventures and Leadership (KESAL) by April, 2016. The data was gathered by employing a questionnaire. Moreover, the research used a stratified and random sampling technique. The data pertaining to leadership skills of middle level officer and what determines their training needs on leadership development was collected using a qualitative and quantitative method. The study found that Leadership influences performance of police service in Kenya.

Mutungi, Minja and Njoroge (2019) aimed at understanding the role of change leadership on service delivery by Kenya Police service. Data was gathered by distributing questionnaires to Kenya Police Service employees of all ranks at the Kenya Police Headquarters. Using proportional allocation and a stratified sampling method, a sample size of 309 was determined. These results revealed a significant positive relationship between change leadership and service delivery by Kenya Police Service. Koech, Kabui and Migosi (2008) assessed the influence of leadership on service delivery in KPS within Kitui County. Additionally, the research was conducted using descriptive survey research approach. Moreover, the research used a stratified random sampling method to ensure officers from all ranks of the police force were represented. The target population consisted of about 460 police officers working in Kitui County's police commands, of which 138 officers were used to gather data. Data was collected using structured

and unstructured questionnaires, as well as an interview guide. According to the findings, leadership in the police service has a significant impact on service delivery of police officers.

Kolil, Alala and Manyasi (2019) conducted a study to assess effect of leadership on service delivery in North Rift county governments, Kenya. Data was gathered by distributing questionnaires to Kenya Police Service employees of all ranks at the Kenya Police Headquarters. Using proportional allocation and a stratified sampling method, a sample size of 309 was determined. From the findings, leadership was found to have statistically significant effect on service delivery. The Kenyan police face many difficulties today, most of which are related to leadership as one of the most important internal actors (Njuguna, 2013). These difficulties hamper the efforts of the Kenyan police force to fulfill its mandate. At the national level, the Kenyan police authority is often considered bureaucratic, hierarchical, has made important decisions and is politically motivated. Auerbach (2003) Here, leadership is based on power, position, and age. The essence of Kenyan police leadership is that leaders do not see themselves as a culture of performance. At the regional level, the same challenges as national police are repeated by the regional management team (Amnesty International, 2013). Therefore, the Kenyan police are urging an in-depth study of existing forms of governance in order to streamline the service and prevent some forms of colonization. The old management style created unfavorable relationships between managers and subordinates and widened the gap between them. Hay, A. & Hodgkinson P. (2006). In addition to the police, the Kenyans continued to face security challenges. Other potential consequences include crime, public disorder, and a loss of confidence in the police).

2.3.3 Non- Monetary motivation influence and service delivery

Non-financial incentives are cash rewards / benefits. This type of reward is not paid directly in cash and can be, for example, tangible or intangible. independence, participation in the decision-making process, hard work, improvement of working conditions, recognition of good work. Employee motivation is defined as the tendency of an individual to respond to motivations based primarily or exclusively on the private sector (Perry and Wise 1990), [8] (Crewson 1997), [9] (Houston 2000). Government agencies and organizations on the other hand, the latest differences in the definition of public administration are based on research in Europe. [31] (Vandenabeele 2007) defines public service incentives as beliefs, values and attitudes that go beyond the interests and interests of the organization, concern the interests of greater political unity and motivate individuals to act accordingly [30] (URT 2010). Civil servants' incentives are often driven by low salaries, bonuses and the work environment. (Ishengoma 2007) An economist and some executives place a strong emphasis on financial incentives, especially money as bonuses, but behaviorists like Elton Mayo focus on getting closer to human relationships. Some authors, such as Butt 1998, argue that economic incentives are the most effective way to motivate employees to improve their performance, but modern sociologists have criticized this hypothesis and concluded that non-financial rewards also affect employee behavior. Scope of the concept of non-financial police incentives in Tanzania. The scope of the concept shows whether certain conditions are met. Employees can be motivated, which improves their performance. In addition, the model shows that the impact on non-financial incentive services is determined by the intermediate variables in the scheme.

Using descriptive research design, Mwirigi and Angaine (2015) examined the use of non-monetary incentives to enhance service delivery in public institutions situated in Tharaka Nithi

County,. A total of 236 university employees and 28 managers were surveyed. With sample size of 59 employees, stratified random sampling was used. Data was collected using questionnaires as well as interviews, and it was analyzed by employing descriptive and also inferential statistics. The study revealed that the use of non-monetary incentives improves public institutions' service delivery in Tharaka Nithi County.

In Muranga Water and Sanitation Company, Muranga County, Ngatia (2014) whether non-monetary incentives influences employee performance. The research employed descriptive survey research design that included both quantitative as well as qualitative research methods. The study's target population was all 87 Murang'a Water and Sanitation Company employees, which included three top managers, 63 lower-level employees and 21 middle-level employees. A census survey method was employed to select 87 respondents for this study. The data was gathered primarily through a questionnaire. The research discovered that recognition has significant effect on productivity and satisfaction, organizations that work schedules that are flexible give employees a lot of flexibility on how they do their jobs that good morale can help keep stress at bay, and that employees are both happier and also more productive.

Kathure (2014) investigated the influence of non-financial rewards on staff commitment at Kenya Tea Development Agency. Descriptive survey approach was adopted during the study. Population of interest was 294 employees of Kenya Tea Development Agency. The research employed primary data collected via questionnaires that were self-administered comprising closed and open ended question. According to the study, management can use career development, development opportunities and employee recognition as tools to motivate employees to perform effectively and efficiently.

Lema (2020) examined the effect of employees' nonmonetary motivational factors on job performance in Arusha City Council. This study used quantitative approach as well as researcher descriptive survey design was employed as research design. The study used primary data and collection tool employed was self-administered questionnaire which was given to selected sample respondents from Arusha City Council. The findings revealed positive relationship between Recognition and non-monetary Rewards and Job Performance. Luchivisi, Egessa and Muchilwa (2021) carried out a study with the purpose of assessing the association between non-monetary rewards and Kakamega County organizational performance. Descriptive and correlational research design was employed in the analysis, as well as quantitative approaches. The study's target population was 3918 people, with sample size of 363 employees from Kakamega County. The results indicated that employees' recognition have significant positive influence on organizational performance in Kakamega County.

In Uasin Ngishu County, Kenya, Kipleting (2017) examined the relationship between non-monetary motivation and performance of the employee in Eldoret Polytechnic. A descriptive case study design was employed during the study. The study included 364 employees who worked in an educational institution. Questionnaires were employed to collect primary data for this study. Findings show a strong and positive association between employee performance and non-monetary motivation incentives such as training, promotion, targets, and team building.

In Kenya, Moruri et al. (2018) examined whether non-financial motivators influences employee performance at Baringo County Referral Hospital. The researcher employed descriptive research approach. The study sample composed of 50 personnel out of 250 working in various departments within the hospital. To collect data, questionnaires were used. From the

findings, there were non-financial motivators; communication, training and working environment which influenced employee performance at the hospital. In the UK, police do not seem to have sufficient motivation, as many police officers have committed abuses such as alcohol, drug use, sex at work, disease fraud, reckless driving and other forms of minor police deviation for material rewards or profits. . That it is not a motive for corruption (Newbum, 1999). In the United States, black police officers are dissatisfied with their job compared to white police officers, and on an individual level, highly educated and senior police officers are less satisfied with their job, resulting in poor police performance (Boke & Naal, 2007).

Years of service, feedback and participation in courses and programs increase the job satisfaction of police chiefs, who enjoy benefits such as higher pay, flexible working hours, cars, better working conditions and greater independence, as they increase accountability and motivate them. Police chiefs less satisfied workers with shifts and police performance decreased. Other police officers are also satisfied with their superiors and improve their performance only when there is independence at work, feedback from superiors and mutual communication (Ercikti, el el 2011) and (Zhao 1999). A study in Ghana found that economic and non-financial rewards from the government increased police satisfaction and performance (Quartey and Attiogbe 2013). Public health and safety workers (such as the police) are paid more than their respective teachers. This shows that police performance in Ghana is improving somewhat due to the government's sensitivity to Tanzania's less satisfied police.

Adegoke (2014) assesses the factors influencing the performance of the Nigerian police. The survey is designed to address issues such as police welfare contributions to police operations, work contributions to police operations, and involvement of political orders in the police force. The collected data were analyzed in percentages and chi-square. The study found

that Nigerian police had improved. Among other things, the study recommended that the Nigerian police department motivate its officers to receive training to help them perform.

Ercikti et al. (2011) examined police satisfaction with descriptive statistics, bidirectional correlation, and regression analysis. The results show that police officers have higher job satisfaction when years of service, job feedback and participation in Compstat programs have been important factors in predicting job satisfaction among police officers. It seems that participating in Compstat programs can enrich the work of police directors. Susan et al. (2012) examined effect of incentives on public safety performance with an emphasis on police forces in Nairobi, Kenya, using descriptive and inferential statistics. The investigation showed that the driving units of change significantly affect the operation of the regular police. The study recommended that the government and other relevant stakeholders provide adequate incentives to the police to improve efficiency and services.

Liaw, Chi, and Chuang (2010) explore mechanisms that combine transformation management, customer focus, and service: the mediating role of experienced support from executives and employees. The study's purpose was to examine whether industry-level transformation management influences the focus of customer service actors through two different mechanisms - supervisory supervision and employee support - and whether customer focus leads to favorable service delivery for experienced customers. The data was collected from multiple sources, including 212 service personnel and customers at 55 facilities in Taiwan. A stepwise analysis of the linear model (HLM) was used to test the hypotheses. Our results show that change management not only directly increases employee customer care, but also indirectly improves employee care by helping managers who have experienced employees. However, staff support did not shift management and customer-focused change links. Employee referrals to

clients are not related to the performance of the services valued by the client, but we have seen that our relationship with the client governs this relationship.

Lameck (2011) Non-financial incentives are a strategy to improve police performance (Tanzania police analysis. Motivation seems to be one of the most important tools to manage employee performance. Organizations develop incentive schemes to attract employees encourages work as efficiently as possible, but also attractive. The general aim of this paper was to examine the extent to which Tanzanian police forces used non-monetary incentives to achieve this goal. The questionnaire was sent to respondents and interviews with Ministry of the Interior respondents, especially at the Tanzanian Police Headquarters. The case study was selected to represent other police forces where employees are dissatisfied with the ineffective use of non-financial incentives. Non-cash rewards available at TPF headquarters include promotions, certificates of recognition, written or oral acknowledgments, travel offers, medals, medical services, accommodation, training scholarships, good working conditions, gifts and recognition, travel offers, overseas tasks, responsibilities and training. The perception of police officers at TPF headquarters has shown that the use of non-monetary incentives - especially social and professional - is not at an appropriate level in the organization. Employees, on the other hand, do not see financial incentives as one of the main factors that increase their desire for more work. The results suggest that non-monetary incentives in this organization can be highly motivating if employees and management are highly valued. Most responses showed that employees are very positively informed about the use of non-monetary incentives in the workplace and that they are effectively motivated and can be used to supplement monetary incentives.

Donavant (2009) evaluated the effectiveness of online police training. Thanks to technology, the field of police training is changing into a paradigm. This andrological research

explored various aspects of the application of e-learning (OE) in police training projects. This comprehensive assessment used quantitative and qualitative methods to assess the professional development potential of Tennessee police officers. The study examined whether the potential performance of police officers is related to various demographic factors and perceptions of the police through network education. The data analysis showed a statistically significant relationship between the potential success of online learning and many factors, such as the standard level of education and previous exposure to DE. The majority of respondents prefer OE to traditional teaching, OE is considered a suitable method for professional development, and OE provides more training opportunities to ensure professional development..

Muhidini, Amiri (2017) Assessment of factors influencing the performance of police work. This study aims to examine factors that influence police performance in Manyara area of Hanang District. The research focused mainly on examining the effect of background factors on police performance, how non-monetary incentives affect the performance of police work, and how monetary incentives affect police performance. The survey found a sample size of 120 participants in a simple random, targeted selection. Data were collected through questionnaires, interviews, observations, and document review. Data analysis used descriptive statistics, analysis of key component factors, and linear regression. The survey found that the main factors influencing the performance of police officers were age, income level, marital status, gender, education level, employment, length of service, duration of breastfeeding, and classification. In addition, police performance was affected by non-monetary incentives: affordable housing, job change, favorable environment, education, availability of work equipment, availability of insurance services, availability of better social services, freedom of work, harmony, individual productivity, change of attitude, commitment, reward, respect, knowledge, non-monetary focus

on work, job equality and individual skills. Monetary factors that affect job performance include monetary, work-oriented, better pay, employee participation, employee performance levels, good working relationships, reduced turnover, work ethic and harmonious work. Therefore, this research shows that in any case the role of overcrowding and staff support should be considered as a means of improving job satisfaction in the police.

A study by Donavant City Police (2007) found that the use of OE for police training was not more effective than TI methods, but showed a statistically significant relationship between OLS and the level of formal police training. Jokes have shown that there may also be a link between OLS and previous DE involvement. Most respondents cited the general convenience and flexibility of design as positive aspects of DE, and most officials considered DE to be an appropriate method for police training. Many people were of the opinion that using the EU to provide police training offered more opportunities. However, they found that OE was only suitable in certain areas. Donavant concludes that OE can be valuable when used to complement other forms of police training or as the most cost-effective application, or when used to train officers who are limited by traditional delivery methods and options. Recommendations were made to expand the scope of this study by assessing the needs of other types of law enforcement personnel and attempting to determine how OLS are affected by previous OE reports.

With the advent of modern police techniques, this has led to unconventional expectations from law enforcement agencies, and officials need to understand a wider range of issues (Schafer & Boyd, 2007). Officials who may think critically in difficult situations will move forward in the future, be less prepared, and less interested in solving problems. Recent developments in the police force have raised expectations that law enforcement personnel will address issues and

partners in the community. Reactionary police forces are no longer acceptable. So, people are waiting for more educated and professional police. Modern police forces face difficulties beyond the mental parameters of ordinary officers and subjects. As law enforcement officials face increasing social challenges, it is not possible to respond to these issues without adequate training in integrated community-based programs (Napier, 2005)

Responsible adult educators need to anticipate potential barriers to education and seek ways to maximize the benefits of technology to minimize its negative impact. Successful participation in education depends on a variety of factors. While law enforcement agencies may need to be involved, consideration of the principles of adult learning knowledge requires a fair assessment of acceptable methods of delivery in order to maximize the impact of professional development. Therefore, before spending large sums of money on the development of police officers, it is necessary to assess the willingness to participate (at least in part) and the likelihood of success in certain service methods.

2.3.4 Monetary compensation and service delivery

Cash bonuses increase employee satisfaction, and non-cash benefits are important for employee acceptance. This recognition is a means of motivating employees and encouraging them to get involved (Burgess & Ratto, 2013). Employee engagement is based on employee behavior, attitudes, and company perspectives. These attitudes and perspectives are created internally by the company. These attitudes and perspectives stem from the employer's attitude toward the employee in the employee's mind. Most of the critical articles highlighted current trends in employee participation and the importance of people at different levels of the organization, but the real people behind the idea seemed to have been forgotten. Stakeholder theory states that companies are socially responsible and that the interests of all parties involved in their operations

need to be taken into account. The company is socially responsible for using its resources effectively in order to benefit society and offer legal and real benefits to stakeholders. Monetary rewards can increase rewards, but non-monetary rewards are more effective because these rewards have an internal impact on employees. Employees with real passion naturally love their work and their work. Non-cash incentives are non-cash incentives such as identifying, preparing and developing employees' training needs, and flexible working hours.

Mwiti (2012) examined perceived association between job satisfaction and performance among TSC Secretariat at Nairobi Headquarters. A descriptive survey method was used as the research design. To divide the population into strata, the researchers used stratified sampling. All of the respondents were given a structured questionnaire to fill out. Employee job satisfaction was found to be a result of financial incentives, supervisory rewards, working colleagues' characteristics, teamwork, training and development, advancement of opportunities, empowerment, working conditions, and participation in decision-making, according to the study's findings.

A study by Mangale (2017) used the Kenya Literature Bureau as a case study to investigate whether compensation influences employee productivity. The study used descriptive research approach, which allowed questionnaires to be employed as research instruments. A total of 150 KLB South C Nairobi employees were the study population. The establishment's management, support, and subordinate staff were among those affected. Stratified proportionate random sampling was employed to obtain sample size of 45 respondents. Employee productivity is influenced by indirect financial compensation such as health insurance and paid time off, according to the study.

Kitur (2021) carried out a study with an aim of assessing the effect of direct compensation, indirect compensation as well as non-financial compensation on service delivery. The researcher was guided by pragmatist paradigm and explanatory research design. The target population comprise of 481 health staff working in the eight North Rift County referral hospitals. The sample size was 218 health staff. Moreover, data was gathered using questionnaire as well as interview schedule. The study established that direct compensation, indirect compensation and non-financial compensation had a significant influence on service delivery.

Using descriptive research method, Muniu (2015) examined the factors influencing service delivery in Standard Chartered Bank. The study focused on lower, middle as well as upper level management. A sample size was calculated from the population using stratified random sampling method. Moreover, data was gathered using questionnaires that included structured and open-ended questions. The study established that monetary compensation practices have affected service delivery to a large extent.

Muniu (2015) examined factors influencing customer service delivery in Nairobi Water and Sewerage Company. Descriptive research approach was adopted during the study. The study targeted 240 employees. The study's sample population was 148 personnel at Industrial Area, the headquarter of Nairobi Water and Sewerages Company. The research used primary data collected via semi-structured questionnaire. Moreover, secondary data from reports and journals was also used in the study. The study discovered that financial based reward and recognition influence customer service delivery. Using descriptive survey, Njoroge (2011) assessed the association between reward system and civil service staffs' motivation in Kenya Government Ministries. The study population was 43 HRM. Moreover, the researcher employed

primary data obtained using questionnaires. The study found that monetary rewards affect employee motivation and hence ministries' performance.

In Anambra State, Nnubia (2020) conducted a research to evaluate the association between monetary incentives and employee performance of manufacturing firms. The study employed survey research design. This study was conducted in the three senatorial zones of Anambra State. Primary and the secondary sources of data were employed. The population of the study consisted of the staff of selected manufacturing firms which is 1,019 staff. The study used stratified sampling technique and questionnaire for data collection. The study revealed that there exist a positive significant association between salary and wages and workers performance and there is significant positive association between commission and workers performance.

Mugaa, Guyo and Odhiambo (2018) sought to determine whether financial reward influences employee performance. The study targeted 22,856 clericals and Management personnel in six Commercial Banks within Nairobi City County. Moreover, primary data was obtained using structured questionnaires. The research found that financial reward has significant positive influence on employee performance.

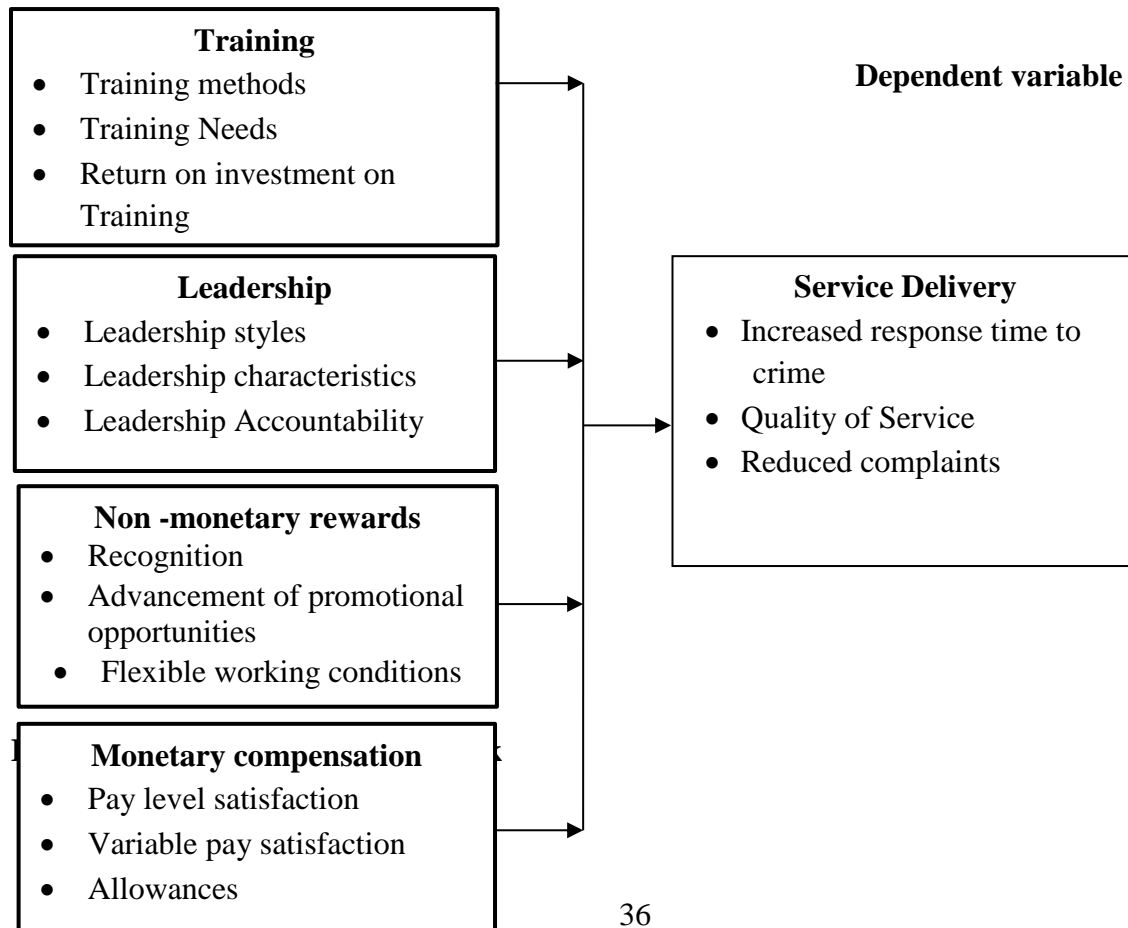
A motivation is something that motivates someone to take action. Motivation is something that motivates a person to take action. An advocacy program is a formal program that supports or encourages certain actions or behaviors of a particular group of people over a period of time. Incentive programs are used in business management to encourage employees and marketing to find and retain customers. The terms award programs and admission procedures refer to a variety of issues. In general, compensation programs fall under the general principle of compensation plans, defined as the intended use of the reward system as a basic integration tool

in which the efforts of different units or individuals are aimed at achieving the strategic goals of the organization. These are management tools that hope to increase company performance by affecting the behavior of individuals or groups.

2.4 Conceptual Framework

The logical framework is a research tool designed to help researchers develop knowledge and understanding of basic research and to understand each other in order to understand the following results (Kombo and Tromp, 2006). In line with the supporting studies, it has been found that police ethics are influenced by their attitudes and non-financial incentives in carrying out their day-to-day operations. Factors that are believed to improve police performance include age, level, level of education, employment, redundancy, comprehension, financial value, employment status, salary, non-financial incentives and working hours.

Independent variable



2.5 Summary and gaps to be filled

As the police play an important role in creating an environment conducive to growth, a number of studies have been carried out on the factors that improve police service. However, most of the previous research has not focused on the analysis of service social outcomes, and most of the research is conducted in developed countries. None of the studies considered the geographical location of Nairobi, and this study will fill the gap.

2.6 Table 2.1: Operationalization of variables

Type of Variable	Variable Name	Operationalizing Indicator
Dependent variable	Service delivery	<ul style="list-style-type: none"> • Reduced complains • Increased complements
Independent Variable	Training	<ul style="list-style-type: none"> • response to crime • Behavior • Results • Reactions
	Leadership	<ul style="list-style-type: none"> • idealized influence • inspirational motivation • How the leader is empowering the team
	Non- monetary rewards	<ul style="list-style-type: none"> • Recognition • flexible working arrangement • freedom, advancement of opportunities, promotion, empowerment
	Monetary compensation	<ul style="list-style-type: none"> • Pay level satisfaction • Pay structure satisfaction • Pay raise satisfaction • Variable pay satisfaction

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section discussed the methods used in this study. This included training design, target numbers, sampling and sampling systems, data, methods of data collection, data monitoring, and analysis.

3.2 Research Design

The study utilized descriptive research design. According to Creswell (2008), the descriptive method of study is used to obtain data about the already documented phenomena. Consequently, the emphasis was to describe instead of judging and interpreting. In addition, the descriptive research design was preferred when collecting information relating to the current phenomenon under research, and is used in describing “what exists” in relation to the variables under investigation. In this type of research, the researcher describes the current state of affairs and he/she has no influence on the research variables (Kombo and Tromp, 2006). The descriptive research approach was used because when compared to experimental investigations, descriptive research studies are also less expensive and take less time.

3.3 Target Population

A target population is total collections of elements about which inferences are made and refer to all possible cases which are of interest (Sekaran, 2010). The target population is the population to which a researcher wants to generalize the study findings (Kothari, 2004). The number of tests is a special object or set of objects designed to measure a sample (Kombo and Tromp, 2006). The people investigating the case are Nairobi district police. A mixed targeted sampling strategy

is used to select a representative sample, combining different sampling strategies. This has helped to triangulate, allow flexibility and meet the many interests and needs of different police cadres. This must be commensurate with the purpose of the study and the resources available. The target population was 1684 as per the breakdown below.

Table 3. 1: Target Population

Rank	Target population
Senior Assistant Inspector General (SAIG)	8
Assistant Inspector General (AIG)	23
Senior Superintendent of Police (SSP)	37
Superintendent of Police (SP)	43
Assistant Superintendent of Police (ASP)	72
Chief Inspector (CI)	98
Inspector (IP)	108
Senior Sergeant of Police (S/SGT)	124
Sergeant of Police (SGT)	215
Corporal (CPL)	325
Police Constables (PC)	631
Total	1684

3.4 Sample and Sampling Technique

The study selected the sample proportion in concurrence with the Krejcie and Morgan (1970) table which is presented in Appendix III. The sample size was 313 respondents proportionately distributed across different ranks under the National Police Service in Nairobi County. The sample was distributed as shown in the Table 3.1 below:

Table 3. 2: Sample Size Distribution

No.	RANK	Population	Proportion (%)	Sample Size
1.	Senior Assistant Inspector General (SAIG)	8	0.48	2
2.	Assistant Inspector General (AIG)	23	1.37	5
3.	Senior Superintendent of Police (SSP)	37	2.2	7
4.	Superintendent of Police (SP)	43	2.6	9
5.	Assistant Superintendent of Police (ASP)	72	4.3	14
6.	Chief Inspector (CI)	98	5.9	18
7.	Inspector (IP)	108	6.41	20
8.	Senior Sergeant of Police (S/SGT)	124	7.36	23
9.	Sergeant of Police (SGT)	215	12.76	10
10.	Corporal (CPL)	325	19.29	60
11.	Police Constables (PC)	631	37.47	117
Total		1684	100.0	313

3.5 Data Collection and Instruments

Data for this study was collected using three methods

3.5.1 Interviews

Interviews were followed by oral responses and feedback (Kotari, 2004). In this case, informal and informal discourses are used in this study. The structured questionnaire is a guide for interviewing respondents. Informal speech is used in addition to scheduled speech.

3.5.2 Questionnaires

The questionnaire system is an economical method that generates a large amount of data at low cost and time costs (Kothari, 2004). Primary data was obtained using structured questionnaires; open and closed formatted questions as well as questions presented in Likert-type scales was used. A questionnaire is free from interviewer's biases and can be administered to a large number of respondents (Kothari, 2009). The researcher employed drop and pick later means of distributing the questionnaires in order to save time and ensure that respondents fill them in. Due to their objectivity, the closed questions proved to be effective in drawing the attention of

respondents to the given issue and in gathering appropriate information from a large number of people in a limited time.

3.5.3 Documentary Review

As part of this research, literary sources will be updated to help scholars understand the topic.

The second data were collected from current and unpublished data from journals and other police surveys conducted in and around Nairobi.

3.6 Reliability and Validity of the data

3.6.1 Validity of Research Instrument

This refers to the accuracy of a device that measures integrity (Kothar and Garg, 2014). In this study, material analysis is used to measure the validity of structural elements. The process involves finding objects within a range of visible objects to compress small objects from a range of large objects on a scale. Before these items are released, more tests have been done to ensure the validity of the data. This test involves Kaiser-Meyer-Olkin (KMO) measuring the adequacy of the sample and, secondly, a test of the position of Bartlett's post. The SME range ranges from 0 to 1 and the generally acceptable range is more than 0.5. Using these two tests to accept the analysis of the material, the Bartlett Scope Assessment is expected to be less than 0.05.

3.6.2 Reliability of the Research Instrument

Integrity refers to the extent to which a question and answer test results are similar to alternative methods. The reliability of the questionnaires in this study was be assessed through a follow-up experiment to restore reliability. Therefore, the questionnaire should be tested for two different periods by measuring the link between two different brands. Second, reliability was measured by checking the internal stability using an unbalanced alpha that shows the links between the elements that make up the full scale. Prices range from 0-1. Often these prices depend on the number of items tested, and the cheaper Cronbach's alpha was much lower.

3.7 Data Analysis and Presentation

Once the data have been collected, completed and returned questionnaires are processed, coded and included in the social science statistics package for completeness. This ensures that the data is correct, consistent with other information, entered consistently, complete and organized to facilitate coding and tabulation. When entering data, the collected data is recorded and saved. Data analysis uses a mixed data analysis method that includes descriptions, unbiased statistics, and content analysis for open-ended interview questions. While descriptive analyzes include the use of real waves and relative form (percent), with lower values and fixed deviations, which are used as a measure of inclination or distribution; To make statistical estimates, unbiased statistics include Pearson Correlation, factual analysis and multi-line editing and interpretation corresponding to Anova's interpretation.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y= Service Delivery

α = Constant

$\beta_1 . \beta_4$ = Beta coefficients

X_1 = (Training)

X_2 = (police leadership)

X_3 = (Non- Monetary compensation)

X_4 = (Monetary compensation)

ϵ = Error term

3.8 Diagnostic Tests

Diagnostic tests were performed prior to parametric testing in this study, which includes standard condition, adjustment, and heteroscedasticity.

3.8.1 Normality

The parametric test captures the normal distribution of data. Ordinary tests were done according to numerical and graphical method. The graphic approach involves the use of skew and kurtosis. Coercion measures for equal distribution of data, while kurtosis increased (Hassan, Bashir, and Abbas, 2017). For data to be distributed normally, the skewness range should be -1 to 1 and kurtosis of 2.2 to -2.2. In cases where routine practice is violated, the results may not accurately reflect the relationship between variables in the study. Second, the standard case was tested with the Shapiro-Waik test which was considered the best fit for the smallest <500 samples of the sample. When using this test method, when the value of the value is less than 0.05, the data deviates significantly from the normal case and then the appropriate procedure must be followed to make the data change to identify the normal condition before conducting parametric test numbers.

3.8.2 Multicollinearity

The regressor is an adjustable model that cannot be measured sequentially. To quantify and confirm the existence of a mutlicollineariy does not exist, the study uses inflation differentiation (VIF). According to Gujarati and Porter (2009), VIF will be blown away when many different things happen. If the sample in the study is large, then the VIF may be greater than 10, in which case the multicollinearity problem is said to exist and must be corrected before proceeding with the parametric test that requires the error time to be inconsistent. Multicollinearity is a test that tests whether the independent components are highly aligned. The main concern is that with the increase in multicollinearity levels, estimates of the overall restructuring model are unstable and

standard performance errors can be greatly dispelled. The multicollinearity in this study was tested using the VF. For the purpose of this study, VIF less than 3 ($VIF < 3$) means that there is no correlation between variables and ($VIF > 3$) means that there is a lot of coherence that needs to be corrected before proceeding with the inferential test (Maddala With Lahiri, 1992). In the multicollinearity table this indicates that there was no correlation between the independent elements as VIF was below the limit.

3.8.3 Autocorrelation

Observing autocorrelation requires the use of Durbin-Watson, was completed, and the results used to compare the value bar 2. In the presence of value 2, it simply means that the problem of autocorrelation correction does not exist and the data is ready to perform parametric test numbers.

3.8.4 Homoscedasticity

In the classic line adjustment model, the variance time for each disturbance must be constant, which means that the error time must have an equal distribution (homoscedasticity). The Homoscedasticity test was tested by building the remaining values on a piece of land and practically testing them. Homoscedasticity has been tested to ensure that the variance does not match the price range of the second variance reported (Vinod, 2008). In this study, homosexual testing was tested with the Breuch-Pagan / Cook-Weisberg test. In this test, the non-existent hypothesis is that the differences in errors are the same, while the other so-called error difference is that the error difference is a repetitive function of one or more objects. To determine whether a certain number of people show infidelity, p values should be equal to or equal to 0.05 (Bera and Jarque, 2012). This study used both the value of P in the critical test of homoscedasticity and a clear diagram to look at the patterns that make up the residue in scatter graph.

3.8.5 Linearity

The scope of this study was assessed using a graph method by drawing a dissemination strategy and using an important test method. In line testing, such as sig. Deviation from Linearity > 0.05, the relationship between independent and dependent factors is linear. The researcher also used scatter graph to check for linearity assumption

Table 3. 3: Summary of Test of Hypothesis

S/	Research hypothesis	Test	Decision
N			
1	<i>H₀₁</i> : Police training does not significantly influence service delivery	t-test (p-value)	If p value is < 0.05 reject H ₀ and conclude that police training does influence service delivery
2	<i>H₀₂</i> : Police leadership does not significantly influence service delivery	t-test (p-value)	If p value is < 0.05 reject H ₀ and conclude that police leadership does significantly influence service delivery
3	<i>H₀₃</i> : Non-monetary rewards does not significantly influence service delivery	t-test (p-value)	If p value is < 0.05 reject H ₀ and conclude that non –monetary rewards does significantly influence service delivery
4	<i>H₀₄</i> : <i>monetary rewards</i> does significantly influence service delivery	t-test (p-value)	If p value is < 0.05 reject H ₀ and conclude monetary rewards does influence service delivery

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

The chapter discusses analysis of the data, interpretations and presentation. The quantitative data was analyzed using inferential and descriptive statistics whilst qualitative data was analyzed by employing content analysis. Data was presented in frequency distributions, percentages and frequency tables for ease of understanding and interpreting of the findings.

4.2 Response Rate

The study targeted 313 Nairobi district police. The study disseminated 313 questionnaires. Table 4.1 depicts response rate results.

Table 4. 1: Response Rate

Responses	frequency	Percent
Return questionnaires	302	96.49
Unreturned questionnaires	11	3.51
Total	313	100

Out of the total 313 questionnaires that were disseminated, 302 questionnaires were dully filled and returned on time. Henceforth, the study's response rate of 96.49% was considered adequate for the study since it was more than 50% as supported by Mugenda and Mugenda (2008) who asserted that 50% response rates are acceptable for analysis, and publication, 60% are good while 70% are excellent.

4.2.2: Reliability analysis

The questionnaire was pre-tested before actual data collection. Reliability of the research instrument was measured using Cronbach alpha which measures internal consistency. This study

considered acceptable reliability to be Cronbach alpha value of 0.70 and above. The results were as show in table 4.2.

Table 4. 2: Reliability Statistics

Cronbach's Alpha	N of Items
.908	48

As shown in Table, the overall Cronbach alpha value was 0.908 indicated high degrees of reliability as well as internal consistency therefore deemed suitable for the study.

4.2 Background Information

The study results on background information are aligned as per the study objectives questions in the subsequent.

4.2.3 Highest Educational Level Attainment

Educational qualifications are closely linked with individual understanding ability and interpretation of subjects. In order to gauge participant’s ability to respond to research questions, all the respondents were required to point out their highest educational qualifications. The study results were depicted in Table 4.3

Table 4. 3: Education Level

	Frequency	Percent
Primary	6	2.0
Secondary	116	38.4
Diploma level	70	23.2
Degree Level	82	27.2
Master Level	28	9.3
Total	302	100.0

Results show that most of the respondents (38.4%) held secondary certificate, 27.2% of the respondents held bachelor’s degree, 23.2% of the respondents held diploma certificate,9.3% held

master certificate whereas 2.0% held primary certificate. This implies that all the respondents were well educated which means that they could respond to the research question effortlessly.

4.2.4: Current rank

The respondents were requested to specify their position in the firm. The findings were as shown in Table 4.4

Table 4. 4: Current Rank

	Frequency	Percent
Constable	96	31.8
Corporal	62	20.5
Sergeant	30	9.9
Senior Sergeant	28	9.3
Inspector	36	11.9
Assistant Superintendent of Police	16	5.3
Superintendent of Police	2	.7
Senior Superintendent of Police	16	5.3
Commissioner of Police	6	2.0
Assistant Inspector General	2	.7
Chief Inspector	8	2.6
Total	302	100.0

Majority of participants were constable with 31.8%, 20.5% of the respondents from corporal, 9.9% of respondents from sergeant, 9.3% of the respondent senior sergeant, 11.9% of the respondent from inspector, 5.3% of the respondents assistant superintendent of police . 0.7% of the respondent from superintend of police, 2.6% of the respondent from chief, 7% of the respondent from assistant inspector general and 2.0% of the respondent from commissioner of police.

4.2.5: Period of Service

Participants in this survey were required to indicate the period they worked in National police service. Results were depicted in table 4.5.

Table 4. 5: Number of Years in Service

	Frequency	Percent
Less than 5 Years	16	5.3
6 – 10 Years	62	20.5
11 – 15 Years	84	27.8
Above 15 Years	140	46.4
Total	302	100.0

Results show that 5.3% of the respondents had worked for less than five years, 20.5% had worked for 6 to 10 years, and 27.8% had worked for 11-15 years while 46.4% of the respondents had worked for more than 15 years. Therefore, it's evident that large number of the participants had served from a considerable period time which implies that they were in a position to give credible information relating to this study.

4.3 Descriptive statistics

This section represents descriptive statistics outcome on police training, police leadership, non-monetary reward and monetary reward. The determinants of service delivery in the national police service in Nairobi County in a five point's Likert scale. The range was between 'strongly disagree(1)'to 'strongly agree'(5).The scores of disagreeing were taken to represents a variable which had a mean of score less than 2.5 on continuous Likert scale. The score of 'Neither agree nor disagree' have been taken to represents a variables with mean score of 2.5 to 3.4 on the continuous Likert scale while the score of agree and strongly agree had been take taken to represents a variable which had mean score of 3.5 to 5 on continuous Likert scale . A standard deviation (SD) greater than 2 was considered to be high and this meant the respondents had differing opinions while SD less than 2 showed respondents' opinions did not differ

4.3.1 Police training

How police training determines service delivery was the first objective of the determinants of service delivery in the national police service in Nairobi. Participants were required to indicate their agreement level with the following statement on how police training determines service delivery in national police service in Nairobi. Results were as depicted in Table 4.6

Table 4. 6: Police training

	N	Minimum	Maximum	Mean	Std. Deviation
Police training methods address the Security emerging issues	302	1.00	5.00	3.7616	.88328
Instills relevant skills to cope with modern policing trends	302	1.00	5.00	3.7351	.97614
The training addresses the needs in the police service	302	1.00	5.00	3.4305	1.04713
Police Training upgrades operational and technical Skills	302	2.00	5.00	3.8675	.90532
Facilitators of police training understand the training curriculum	302	1.00	5.00	3.5497	1.02907
National Police Service gets its return on investment by training police officers	302	1.00	5.00	3.2185	1.03040
Training facilitate harmony in the promotion process	302	1.00	5.00	2.8212	1.31481
Training increase productivity of individual	302	2.00	5.00	3.6821	.91041
Training enhance attitude change	302	1.00	5.00	3.6755	.92618
Training improves individual work capability	302	1.00	5.00	3.9536	.81789

From the research findings, Most of the participants agreed that training improves individual work capability (M= 3.9536, D=0.81789). Police Training upgrades operational and technical Skills. (M = 3.8675 SD=0.90532) Police training methods address the Security emerging issues (M= 3.7616 SD=0.88328) and Instills relevant skills to cope with modern policing trends (M=3.7351 SD=0.97614). The findings conform to Mboroki (2012) arguments that through training, police officers acquire proper knowledge and skills on security emerging issues and how to cope with modern policing trends.

Further, the study revealed National Police Service gets its return on investment by training police officers (M = 3.2185 SD = 1.03040) also the study revealed that Facilitators of police training understand the training curriculum (M= 3.5497 SD=1.02907). These findings conform to Ojo (2014) findings that facilitators of police training understand the training curriculum which focuses on giving police skills on situation response, strategic patrolling, firearm proficiency skills, first responder in an active shooter situation, risk and crisis intervention analysis, crowd control skills and administrative courses. Moreover, the study established that training facilitate harmony in the promotion process (M= 2.8212 SD=1.31481).

4.3.2 Police Leadership

To examine effects of police leadership on service delivery among police officers in Nairobi County was the second objective. Participants were required to indicate their agreement level with the following statement on how police leadership determines service delivery in the national police service in Nairobi. The results were as show in Table 4.7

Table 4. 7: Police leadership

	N	Minimum	Maximum	Mean	Std. Deviation
Support of Senior Police officers enhances service delivery	302	1.00	5.00	3.4967	1.24625
Police Leadership is adaptable to emerging issues in the Police Service	302	1.00	5.00	3.3245	1.04102
Commanders strive to create awareness on police mission, vision of the service to all police officers	302	1.00	5.00	3.0596	1.15986
Police leadership listens, cares and are approachable when we have problems	302	1.00	5.00	2.6623	1.31885

Police Commanders are held accountable for their actions within the police system independent bodies	302	1.00	5.00	3.3179	1.32630
The Police leadership accountable to the citizenry through independent oversight institutions	302	1.00	5.00	3.4702	1.16315
Leadership Coaching and mentorship is actively practiced in the Police Service	302	1.00	5.00	2.6490	1.24265
Good Leadership skills is a component of police training	302	1.00	5.00	3.7550	1.01789
Police Commanders develop our abilities to higher levels of potential and abilities	302	1.00	5.00	3.1192	1.20865
There are clear rules and guidelines governing operations	302	1.00	5.00	3.6623	.98418
There are clear reporting and feedback mechanism within he police	302	1.00	5.00	3.3709	1.13896

Large number of the respondents agreed that good leadership skills is a component of Good police training (M= 3.7550, SD=1.01789). There are clear rules and guidelines governing operations (M = 3.6623, SD=0.98418), Support of Senior Police officers enhances service delivery (M= 3.4967 SD=1.24625). These results concur with arguments that support of senior police officers enhances service delivery hence stir organization to success. Moreover, the study revealed that the Police leadership accountable to the citizenry through independent oversight institutions (M= 3.4702 SD=1.16315).

Further, the study revealed that Leadership Coaching and mentorship is actively practiced in the Police Service (M = 2.6490 SD = 1.24265) also the study revealed that Police leadership listens, cares and are approachable when we have problems (M= 2.6623 SD=1.31885) and that Commanders strive to create awareness on police mission, vision of the service to all police

officers (M= 3.0596, SD=1.15986). These findings conform to Ayabei (2017) discoveries that awareness on mission and vision by all police officers provides a clear and effective guide for making decisions, as well as ensuring that all the decisions made are properly aligned with what the organization hopes to achieve.

4.3.3 Non- monetary reward

The third objective was to assess the influence of non- monetary rewards on service delivery among police officers in Nairobi County. Respondents were required to indicate their level of agreement with the following statement on how non -monetary reward determines service delivery in the national police service in Nairobi. The findings of the study were as presented in Table 4.8.

Table 4. 8: Non- monetary reward

	N	Minimum	Maximum	Mean	Std. Deviation
Provision fair promotional opportunities	302	1.00	5.00	2.7748	1.42671
Availability of work equipment and kitting	302	1.00	5.00	3.0530	1.19683
Awards and Recognition of dedicated Service	302	1.00	5.00	3.1457	1.25435
Availability of Reliable medical insurance services	302	1.00	5.00	3.0066	1.41889
Provision of conducive working conditions improve performance	302	1.00	5.00	3.2781	1.23707
Presence of Counseling and Psychosocial Support	302	1.00	5.00	3.0066	1.33691
Respect of Human dignity of the Police Officers	302	1.00	5.00	3.0861	1.29881
Provision of conducive Housing and Mortgage facilities for the police	302	1.00	5.00	2.9934	1.43750

Recognition for Officers that get injured or die in the line of duty	302	1.00	5.00	3.0993	1.43869
Post- retirement support for the officers who retire from the Service	302	1.00	5.00	3.0596	1.36998

From the research findings, majority of the respondents agreed that Provision of conducive working conditions improve performance (M= 3.2781 SD=1.23707), Awards and Recognition of dedicated Service (M= 3.1457 SD=1.25435). These findings are in line with Ngatia (2014) findings that recognition of well performing employees has significant effect on productivity and satisfaction. Recognition for Officers that get injured or die in the line of duty (M= 3.0993 SD=1.43869). Respect of Human dignity of the Police Officers (M = 3.0861SD=1.29881).

In addition, the study revealed that there is provision of conducive Housing and Mortgage facilities for the police (M = 2.9934 SD = 1.43750) also the study revealed that there is presence of Counseling and Psychosocial Support (M= 3.0066 SD=1.33691). These findings conform to Mwirigi and Angaine (2015) arguments that provision of counseling and psychosocial support help officers experiencing stress and trauma in the line of duty to maintain psychological well-being and perform their duties more efficiently. In addition, the study established that there is post-retirement support for the officers who retire from the Service (M= 3.0596 SD=1.36998).

4.3.2 Monetary compensation

The last study was to determine the effect of monetary motivation factors that influence service delivery among police officers in Nairobi County Respondents were required to indicate their level of agreement with the following statement on how monetary compensation determines service delivery in the national police service in Nairobi. The findings of the study were as depicted in Table 4.9.

Table 4. 9: Monetary compensation

	N	Minimum	Maximum	Mean	Std. Deviation
Better salaries promotes higher performance and dedication	302	1.00	5.00	3.8808	1.33408
Bonuses based on Performance increases morale of officer	302	1.00	5.00	3.7483	1.34049
Better remuneration leads to less officers leaving the Service	302	1.00	5.00	3.6821	1.30611
Prompt processing of Officer's Pension Claims increase loyalty to police work	302	1.00	5.00	3.4834	1.26730
Prompt of officers workplace injury benefits increase commitment	302	1.00	5.00	3.4834	1.21373
Periodic Salary Review keeps the officers motivated	302	1.00	5.00	3.7682	1.34655
Better pay will reduce the rate of corruption	302	1.00	5.00	3.4503	1.39619

From the research findings, majority of the respondents agreed that better salaries promotes higher performance and dedication (M= 3.8808 SD=1.33408). These findings are in line with Mugaa, Guyo and Odhiambo (2018) findings that better salaries improve employees' commitment and morale hence higher performance and productivity. Moreover, the study found that Periodic Salary Review keeps the officers motivated (M = 3.7682 SD=1.34655) Bonuses based on Performance increases morale of officer (M= 3.7483 SD=1.34049) and the Better remuneration leads to less officers leaving the Service (M= 36821 SD=1.30611).

Further, the study revealed that Prompt of officers workplace injury benefits increase commitment (M = 3.4834 SD = 1.21373) also the study revealed that Prompt processing of Officer's Pension Claims increase loyalty to police work (M= 3.4834 SD=1.26730) and that Better pay will reduce the rate of corruption (M= 3.4503 SD=1.39619). These findings concur

with Mangale (2017) arguments that better salaries and wages reduces the rate of employee turnover as well as cases of corruption.

4.3.5 Service Delivery

The dependent variable in this study was service delivery. The respondents were requested to indicate their level of agreement on various statements pertaining to Service Delivery among police officers in Nairobi County. The findings were as shown in Table 4.10.

Table 4. 10: Service Delivery

	N	Minimum	Maximum	Mean	Std. Deviation
Reduced fear of crime and enhance personal security	302	1.00	5.00	3.1126	1.06620
Satisfied citizen demands for prompt, effective and fair service	302	1.00	5.00	3.2185	0.97063
There has been reduced complain of police officers by the citizens	302	1.00	5.00	2.7682	1.03393
Our response time to crime has improved as compared to our previous experiences	302	1.00	5.00	3.2185	1.06839
Citizen complements on our service delivery have improved	302	1.00	5.00	3.1589	1.03168

According to Table 4.10, the respondents were neutral that revealed that satisfied citizen demands for prompt, effective and fair service, (M= 3.2185, SD=0.97063). Moreover, the respondents were never agreed nor disagreed with the statement indicating that response time to crime has improved as compared to our previous experiences (M= 3.2185, SD=1.06839). In addition with M= 3.1589, SD=1.03168, the respondents never agreed nor disagreed with the statement indicating that citizen complements on the service delivery have improved. With M= 3.1126, SD=1.06620, the respondents indicated that there is reduced fear of crime and enhance personal security. Furthermore, the respondents revealed with M= 2.7682, SD=1.03393 that there has been reduced complain of police officers by the citizens.

4.4: Diagnostic Test

The study conducted a number of diagnostic test among them was the normality test, multicollinearity test, homoscedasticity test and autocorrelation test.

4.4.1 Normality test

Normality was assessed using the Kolmogorov-Smirnov and shapiro wilk tests of residuals. The results were depicted as shown in Table 4.11.

Table 4. 11: Tests of Normality

	Statistic	df	Sig.
Police Training	.974	302	.006
Police Leadership	.977	302	.012
Non-Monetary Rewards	.964	302	.001
Monetary Compensation	.891	302	.000

From the results, the P-values for police training (0.006), police leadership (0.012), non-monetary rewards (0.001) and monetary compensation (0.000) are higher than 0.05. Therefore, null hypothesis is not rejected and we conclude that the data of this study is normally distributed. Nonetheless, for large samples of above 200, the normality assumption is overruled by the Central Limit Theorem which stipulates that the distribution of disturbance term approximated normality for sample sizes above 30. Therefore, given the 302 responses the sample was sufficiently large; the normality assumption is not required.

4.4.2 Autocorrelation Test.

To assess for autocorrelations, the Durbin Watson statistic was used .The results were as follows.

Table 4. 12: Autocorrelations

Model	Durbin-Watson
1	2.052

The result on table 4.12 indicates that Durbin Watson statistic is 2.046 which lies between the recommended threshold of 1.5 and 2.5 .the results thus indicates the absences of autocorrelation Test.

4.4.3 Multicollinearity Test

Multicollinearity was assessed using the variance inflation factors (VIF). Table 4.13 shows the obtained results.

Table 4. 13: Multicollinearity Test

Variables	Tolerance	VIF
Police training	.914	1.094
Non-monetary rewards	.857	1.166
monetary compensation	.655	1.528
Police leadership	.599	1.670

The multicollinearity results on table shows that the VIFs (1.094, 1.166, 1.528, 1.670, 2.465) are less than the recommended threshold of 10. This indicates that there is no multicollinearity in the data and the assumption of multicollinearity has not been violated.

4.4.4 Linearity Test

Scatterplots are useful for interpreting trends in statistical data. Each observation (or point) in a scatterplot has two coordinates; the first corresponds to the first piece of data in the pair (that's the X coordinate). The second coordinate corresponds to the second piece of data in the pair (that's the Y-coordinate). The point representing that observation is placed at the intersection of the two coordinates. The value (-1) is used to indicate a perfect negative correlation while the value of (+1) is used to indicate a perfect positive correlation hence when the value is (0) it indicates that the correlation is absolutely absent. When the value is close to -1 or +1, it indicates

that the correlation stronger or the relationship between the variable is stronger. Weaker correlation is indicated when the number is very close to 0.

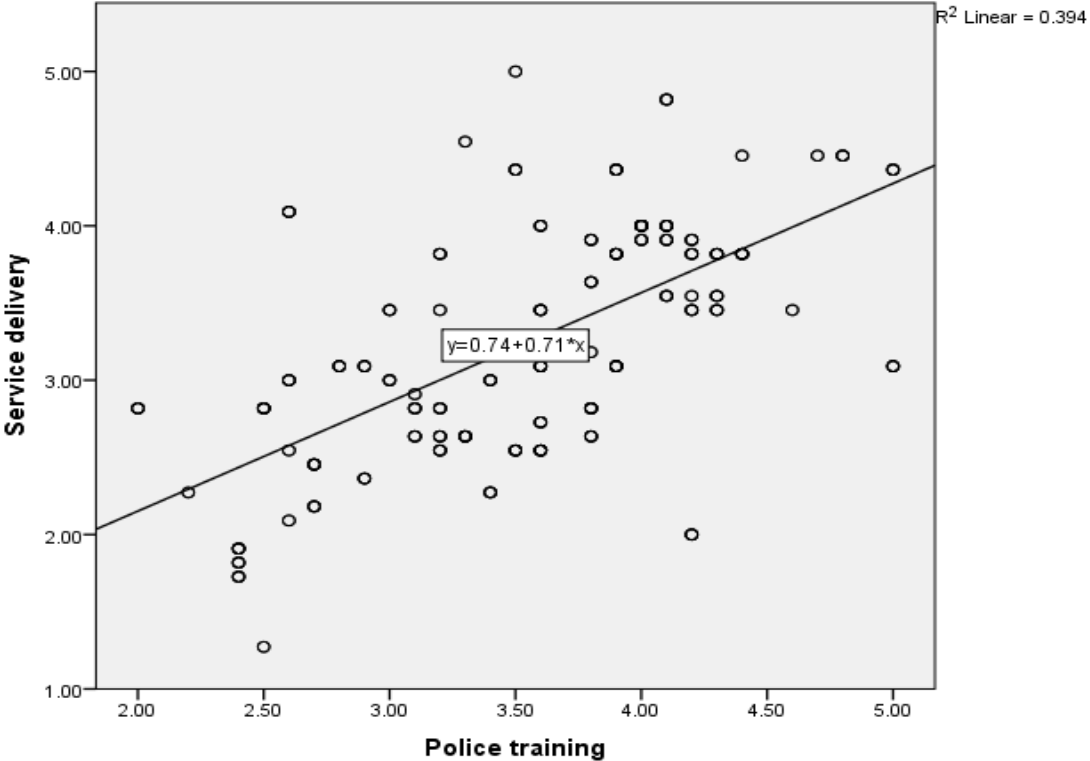


Figure 4. 1: Police Training and Service delivery

The results, as shown in Figure 4.1, show a positive linear association between police training and service delivery is indicated by the use of scatter plot. In addition, police training can explain 39.4% (R2) of service delivery among police officers.

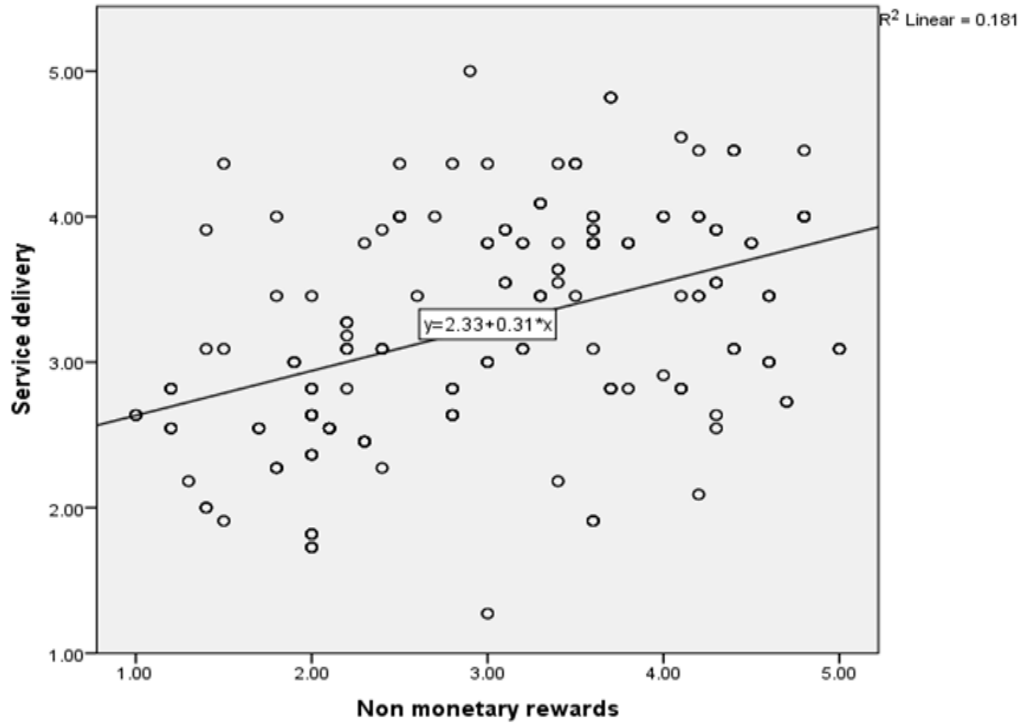


Figure 4. 2: Non-monetary Rewards and Service Delivery

In Figure 4.2, the scatter plot indicates a positive linear association between Non-monetary rewards and service delivery among police officers. In addition, Non-monetary Rewards can explain 18.1 % of the service delivery among police officers.

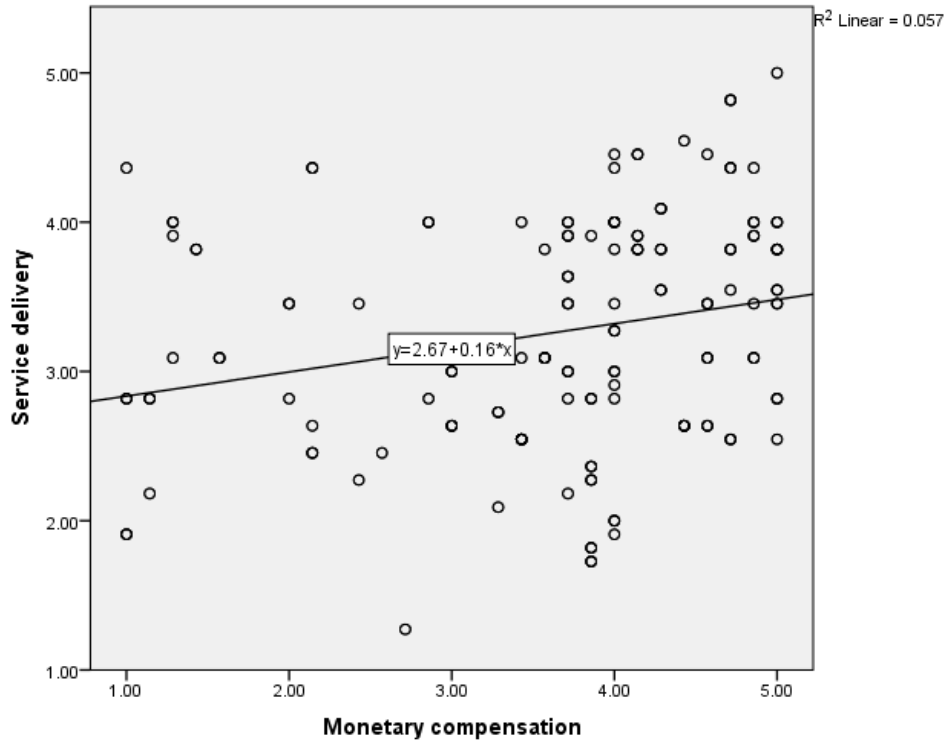


Figure 4. 3: Monetary Compensation and Service delivery

In Figure 4.3, the scatter plot indicates a positive linear association between monetary compensation and service delivery among police officers. In addition, monetary compensation can explain 5.7% of service delivery among police officers.

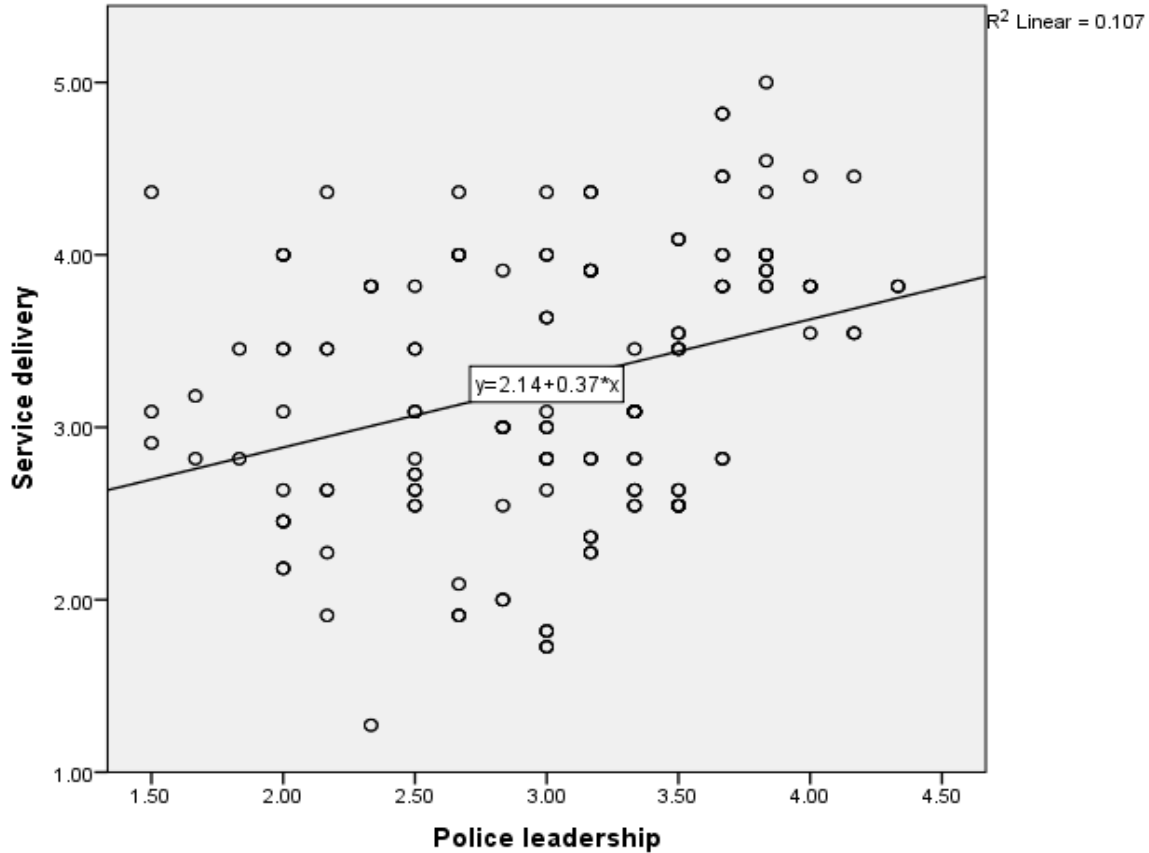


Figure 4. 4: Police Leadership and service delivery

In Figure 4.4, the scatter plot indicates a positive linear association between police leadership and service delivery among police officers. In addition, police leadership can explain 10.7% of service delivery among police officers.

4.4.1 Heteroskedasticity Test

Violation of homoscedasticity tends to inhibit critical evaluation of forecast errors of standard deviation, which often leads to confidence intervals that are extremely narrow or extremely wide. Heteroscedasticity in this study was assessed using the Breusch-Pagan test. The null hypothesis for this test was that the error variances were equal and were a multiple function of variables. Homoscedasticity normally occurs when the p-value is greater than the significance level (0.05).

Table 4. 14: Breusch-Pagan test for Heteroscedasticity

Ho: Constant variance	
Variables: Fitted with values of Service Delivery	
Chi2 (1)	2.06
Prob>chi2	0.1510

As indicated in Table 4.14, the p-value was 0.1510, which was greater than the significance level of 0.05. This implies that there was homoscedasticity in the regression model.

4.5 Correlation Analysis

In order to determine the relationship between the variables under study, the study used Karl Pearson’s product moment correlation analysis. The findings were as shown in the Table 4.15 below.

Table 4. 15: Correlation Results

		Service delivery	Police training	Non-monetary rewards	Monetary compensation	Police leadership
Service delivery	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	302				
Police training	Pearson Correlation	.627**	1			
	Sig. (2-tailed)	.000				
	N	302	302			
Non-monetary rewards	Pearson Correlation	.426**	.213**	1		
	Sig. (2-tailed)	.000	.000			
	N	302	302	302		
Monetary compensation	Pearson Correlation	.238**	.096	.264**	1	
	Sig. (2-tailed)	.000	.096	.000		
	N	302	302	302	302	
Police leadership	Pearson Correlation	.327**	.250**	.343**	.580**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	302	302	302	302	302

** . Correlation is significant at the 0.01 level (2-tailed).

From the finding in the Table 4.15, the study found that there was strong positive correlation between police training and service delivery of Kenya police service as shown by correlation

factor of 0.627, this strong relationship was found to be statistically significant as the significant value was 0.000 which is less than 0.05. These findings are in line with Koech (2016) arguments that police training has statistically positive influence on service delivery of national police service.

The study also found strong positive correlation between non-monetary reward and service delivery of Kenya police service as shown by correlation coefficient of 0.426, this too found to be significant at 0.00 level of confidence. These findings concur with Mwirigi and Angaine (2015) discoveries that the use of non-monetary incentives improves public institutions' service delivery in Tharaka Nithi County.

The study further found positive correlation between monetary compensation and service delivery of Kenya police service as shown by correlation coefficient of 0.238 at 0.003 levels of confidence. These findings conform to Nnubia (2020) discoveries that financial based reward and recognition influence customer service delivery at Nairobi Water and Sewerage Company.

Finally, the study found strong positive correlation between police leadership and police service of Kenya police service as shown by correlation coefficient of 0.327 at 0.000 levels of confidence. These findings are in line with Owoko (2017) arguments that leadership has positive significant influence on service delivery at DCI Headquarters in Nairobi.

4.5 Regression Analysis

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS V 22) to code, enter and compute the measurements of the multiple regressions. The model summary is presented in the Table 4.16 below.

Table 4. 16: Model summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704 ^a	.496	.489	.54338

a. Predictors: (Constant), Police leadership, Police training, Non-monetary rewards, Monetary compensation

The study used coefficient of determination to evaluate the model fitness. The adjusted R², also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. The model had an average adjusted coefficient of determination (R²) of 0.496 and which implied that 49.6% variations on police service delivery are explained by the independent variables under study (police training, monetary compensation, non-monetary reward, police leadership.).

Thus, 50.4% is accounted for by other factors not considered in the study and the error term. The correlation coefficient (r=0.704) value indicates a joint strong correlation among the variables.

The study further tested the significance of the model by use of ANOVA technique

Table 4. 17: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	86.210	4	21.553	72.995	.000 ^b
Residual	87.692	297	.295		
Total	173.902	301			

a. Dependent Variable: Service delivery

b. Predictors: (Constant), Police leadership, Police training, Non-monetary rewards, Monetary compensation

From the ANOVA statics, the study established the regression model had a significance level of 0.00% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 0.005.

Table 4. 18: Regression Coefficients

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.081	.202		.400	.689
	Police training	.620	.049	.550	12.761	.000
	Non-monetary rewards	.194	.032	.269	6.053	.000
	Monetary compensation	.059	.035	.087	1.702	.090
	Police leadership	.053	.060	.047	.883	.378

a. Dependent Variable: Service delivery

As per the SPSS generated output as presented in table above, the equation

($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$$Y = 0.081 + 0.620X_1 + 0.194X_2 + 0.059X_3 + 0.053X_4 + \epsilon$$

Where;

Y= delivery service;

X₁ = Police training

X₂= Non-monetary rewards

X₃= Monetary compensation

X₄= Police leadership

From table 4.18 Police training (X₁) had a significant (sig.= 0.000) positive effect on service delivery. The study therefore rejects the null hypothesis. A unit increase in police training would lead to a significant increase of 62 percent in service delivery. These findings conform to Mumanthi (2014) arguments that training has an impact on national police service performance.

The study also found a positive significant (sig.=0.000) relationship between (X_2) non-monetary reward and service delivery. A unit increase in non-monetary reward led to 19.4 percent change in serviced delivery. These findings are in line with Kipleting (2017) discoveries that there is a strong and positive association between employee performance and non-monetary motivation incentives such as training, promotion, targets, and team building. The study also found non-significant (sig. = 0.09) relationship between monetary rewards and service delivery. A unit increase in monetary rewards however led to 5.9 percent in service delivery. These findings concur with the findings of Muniu (2015) that monetary compensation practices have a positive and insignificant effect on service delivery in Standard Chartered Bank of Kenya.

There was also a non-significant (sig. =0.378) relationship between police leadership and service delivery. A unit change in police leadership resulted in 5.3 percent increase in service delivery. These findings conform to Koech, Kabui and Migosi (2008) arguments that leadership has a positive and insignificant impact on the service delivery of police officers in Kitui County. Finally, *constant* – On average, the level of service delivery in the absence of any predictor variables was 0.081.

4.6: Hypothesis testing using multiple regression Analysis.

4.9.1: Hypothesis one H_{01} : *H1: Police training has a significant influence on service delivery among police officers in Nairobi County.*

The study therefore rejected the research hypothesis H_{01} at 5% level and observe that police training has significant effect on the service delivery among police office in Nairobi county as shown in table 4.18

4.9.2: Hypothesis two H_{02} : *H2: Police leadership does not significantly influence service delivery among police officers in Nairobi County.*

The study therefore fail to rejected the research hypothesis H_{02} at 5% level and observe that police leadership has no significant effect on the service delivery among police office in Nairobi county as shown in table 4.18

4.9.3: Hypothesis three H_{03} : $H3$: Non-monetary rewards significantly influence service delivery among police officers in Nairobi County.

The study therefore failed to reject the research hypothesis H_{03} at 5% level and observe that Non-monetary rewards has significant effect on the service delivery among police office in Nairobi county as shown in table 4.18

4.9.4: Hypothesis four H_{04} : $H2$: Police Monetary compensation does not significantly influence service delivery among police officers in Nairobi County.

The study therefore fail to rejected the research hypothesis H_{04} at 5% level and observe that Monetary compensation has no significant effect on the service delivery among police office in Nairobi county as shown in table 4.18

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter focuses on summary of the findings, conclusions as well as recommendations for practice and recommendations for further studies. The main objective was to assess the determinants of service delivery in the National Police Service in Nairobi County. The study specifically sought to assess the effect of police training, monetary motivation factors, police leadership and non- monetary rewards on the service delivery among police officers in Nairobi County.

5.2 Summary

This section sets out summary of the study findings on the effect of police training, monetary motivation factors, police leadership and non- monetary rewards on the service delivery among police officers in Nairobi County.

5.2.1 Police Training and Service Delivery

The study findings showed that police training has positive and significant effect on service delivery of Kenya police service. The study found training moderately addresses the needs in the police service. Moreover, the study findings showed that national police service at times gets its return on investment by training police officers. Further, the study revealed that at times, training facilitates harmony in the promotion process.

The study findings further revealed that training at times instil relevant skills to cope with modern policing trends. The findings also revealed that training increase productivity of individual and enhance attitude change. In additional, the study showed that facilitators of police training understand the training curriculum. Moreover, training improves individual work

capability according to the study. The study further indicated that police training upgrades operational and technical Skills. The study also found that police training methods address the security emerging issues.

5.2.2 Police Leadership and Service Delivery

The study established that police leadership has positive as well as no significant influence on service delivery of Kenya police service. The study found that police commanders at times develop police abilities to higher levels of potential and abilities. Additionally, the study established that sometimes commanders strive to create awareness on police mission, vision of the service to all police officers. Furthermore, the study found that occasionally, police leadership listens, cares and is approachable when police officers have problems. In addition leadership coaching and mentorship is moderately practiced in the national police service. The study found that police leadership is at times accountable to the citizenry through independent oversight institutions.

The study further established that at times there are clear reporting and feedback mechanism within the national police service. Moreover, the study revealed that police leadership is at times adaptable to emerging issues in the police Service. In addition, police commanders are occasionally held accountable for their actions within the police system independent bodies. The study found that leadership skills are a component of good police training. Moreover, the study revealed that there are clear rules and guidelines governing operations. Nonetheless, the study established that support of senior police officers at times enhances service delivery.

5.2.3 Non-Monetary Rewards and Service Delivery

The findings revealed that monetary compensation has positive significant effect on service delivery of Kenya police service. Moreover, the study revealed that sometimes there is availability of reliable medical insurance services in Kenya police service. Furthermore, the study revealed that at times there is presence of counselling and psychosocial support in Kenya police service. In additionally the study established that sometimes, there is provision of conducive housing and mortgage facilities for the police. The study also found that at times there is provision of fair promotional opportunities.

The study revealed that the respondents were neutral on the statement indicating that police officers show respect to human dignity. Further, the study found that occasionally, there exists post-retirement support for the officers who retire from the Service. The study also established that work equipment and kitting are at times available in national police service. The study revealed that provision of conducive working conditions moderately improves performance. Moreover, the study found that at times, there is awards and recognition of dedicated Service. The results also found that provision of conducive working conditions moderately improves performance.

5.2.4 Monetary Motivation Factors and Service Delivery

Study findings established that monetary motivation factors have positive and no significant effect on service delivery among police officers in Nairobi County. Moreover, the study established that prompt processing of Officer's pension claims moderately increases loyalty to police work. Moreover, the study found that prompt of officers workplace injury benefits moderately increases commitment. In addition, the study revealed that better pay will at times reduce the rate of corruption. The study revealed that better remuneration leads to less officers leaving the service. The study found that better salaries promote higher performance and

dedication. In addition, the study revealed that periodic salary review keeps the officers motivated. The study also established that bonuses based on performance increases morale of officer.

5.3 Conclusions

The researcher concludes that police training has positive as well as significant effect on service delivery of Kenya police service. Additionally, findings also revealed that training methods, training needs and return on investment on training influence service delivery of Kenya police service. This implies that improvement in police training (training methods, training needs and return on investment on training) leads to improvement in service delivery of Kenya police service.

The study also concludes that police leadership has positive and insignificant effect on service delivery of Kenya police service. The study found that leadership styles, leadership characteristics and leadership accountability had an influence on service delivery of Kenya police service. However, an improvement in police leadership would not lead to a significant or considerable improvement service delivery of Kenya police service.

The study further concludes that non-monetary compensation has positive as well as significant influence on service delivery of Kenya police service. Findings established that recognition, advancement of promotional opportunities and flexible working conditions influences service delivery of Kenya police service. This implies that improvement in non-monetary compensation (recognition, advancement of promotional opportunities and flexible working conditions) leads to improvement in service delivery of Kenya police service.

The study also concludes that monetary motivation factors have positive and insignificant effect on service delivery of Kenya police service. Moreover, findings revealed that pay level satisfaction, variable pay satisfaction and allowances have an influence on service delivery of Kenya police service. However, an improvement in monetary motivation factors would not lead to a significant or considerable improvement service delivery of Kenya police service.

5.4 Recommendations

The study found that police training has positive significant effect on service delivery of Kenya police service. This study thus recommends that the Kenya police service should conduct regular training to impact the police officers with the relevant knowledge on the use of modern technology and skills on situation response, strategic patrolling, firearm proficiency skills, first responder in an active shooter situation, risk and crisis intervention analysis, crowd control skills and administrative courses.

The study revealed that at times commanders strive to create awareness on police mission, vision of the service to all police officers. Therefore, this research recommends that police commanders should create awareness on police mission and vision to all police officers through workshop and seminars to provide the police officers with a clear and effective guide for making decisions, as well as ensuring that all the decisions made are properly aligned with what the organization hopes to achieve.

The study findings further revealed that police commanders are occasionally held accountable for their actions within the police system independent bodies Hence, this study recommends that the police officers should be held accountable over their own actions. This helps to regulate the

police officers' behaviour as well as avoid cases of misuse of power and improper use of fire arm by the police officers.

The findings also revealed that at times, there is presence of counselling and psychosocial support in Kenya police service. This study therefore recommends that police commissioner should set up a counselling unit to help officers experiencing stress and trauma in the line of duty to maintain psychological well-being and perform their duties more efficiently. The study findings further revealed that sometimes there are awards and recognition of dedicated police officers. This study hence recommends that Kenya police service should recognize and appreciate well performing police officers since these acts as a powerful motivator leading to an increase in performance, productivity, morale, retention and overall satisfaction.

The study findings revealed that prompt of officers workplace injury benefits moderately increases commitment. This study therefore recommends that the Kenya police service should provide rapid workplace injury benefits to the police officers who get injured while carrying out their duties in order increase their committed in fight against crime in the Country.

5.5 Recommendation for Further Studies

The aim of this study was to assess the determinants of service delivery in the National Police Service in Nairobi County. However, the researcher was only limited to National Police Service in Nairobi County and hence its findings cannot be generalized to National Police Service in other Counties in Kenya. Therefore, the study suggests further studies on determinants of service delivery in the National Police Service in other Counties in Kenya. In addition, the findings cannot be applied to other national security organs like Kenya Defence Forces and the National Youth Service among others due to differences in their vision and organizational structure.

Therefore, the study recommends that further studies ought to be conducted on the determinants of service delivery in other national security organs like the Kenya Defence Forces and the National Youth Service among others. Additionally, the study found that 49.6% of the determinants of service delivery could be explained by police training, police leadership, non-monetary rewards and monetary motivation factors. As such, further studies should be conducted to assess other factors that determine service delivery in the National Police Service.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

Dear Participant,

RE: QUESTIONNAIRE FILLING

My name **Sagwa Sharon Martha Lung'ahi**, currently a final year MBA student at KCA University I am conducting a research on **DETERMINANT OF SERVICE DELIVERY IN THE NATIONAL POLICE SERVICE IN NAIROBI COUNTY**.

This project will be used purely for academic purposes and for the partial fulfillment of a post graduate degree course. Please note that responses given will be treated with confidentiality and strictly for the purposes of this study. Kindly, therefore, respond to these questions as honestly and precisely as possible.

Thank you for your time.

Sharon Martha Lung'ahi Sagwa.



APPENDIX II: QUESTIONNAIRE

Please tick against the choices provided as appropriate

PART A: BACKGROUND INFORMATION

1. Gender of the respondent

Male [] Female []

2. What is your level of education?

Primary []

Secondary []

Diploma level []

Degree Level []

Master Level []

PhD Level []

3. What is your Current Rank

Constable [] Assistant Superintendent of Police []

Corporal [] Superintendent of Police []

Sergeant [] Senior Superintendent of Police []

Senior Sergeant [] Commissioner of Police []

Inspector [] Assistant Inspector General []

Chief Inspector of Police [] Senior Assistant Inspector General []

4. Number of Years in Service

Less than 5 Years []

6 – 10 Years []

11 – 15 Years []

Above 15 Years []

PART B: POLICE TRAINING

The following set of questions is pertinent to **DETERMINANTS OF SERVICE DELIVERY IN THE NATIONAL POLICE SERVICE IN NAIROBI COUNTY.**

Indicate how Police Training influences service delivery among police officers. Please indicate the extent to which you either AGREE or DISAGREE with each of the statements by selecting one category that mostly corresponds to your desired response.

	Factors considered	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Police training methods address the Security emerging issues					
2.	Instills relevant skills to cope with modern policing trends					
3.	The training addresses the needs in the police service					

4.	Police Training upgrades operational and technical Skills					
5.	Facilitators of police training understand the training curriculum					
6.	National Police Service gets its return on investment by training police officers					
7.	Training facilitate harmony in the promotion process					
8.	Training increase productivity of individual					
9.	Training enhance attitude change					
10.	Training improves individual work capability.					

PART C: POLICE LEADERSHIP

The following set of questions is pertinent to examining the **DETERMINANTS OF SERVICE DELIVERY IN THE NATIONAL POLICE SERVICE IN NAIROBI COUNTY.**

Indicate how Police Leadership influences service delivery among police officers. Please indicate the extent to which you either **AGREE** or **DISAGREE** with each of the statements by selecting one category that mostly corresponds to your desired response.

S/N	Factors considered	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	Support of Senior Police officers enhances service delivery					
2	Police Leadership is adaptable to emerging issues in the Police Service					
3	Commanders strive to create awareness on police mission, vision of the service to all police officers					
4	Police leadership listens, cares and are approachable when we have problems					
5	Police Commanders are held accountable for their actions within the police system independent bodies					
6	The Police leadership accountable to the citizenry through independent oversight institutions					

7.	Leadership Coaching and mentorship is actively practiced in the Police Service					
8.	Good Leadership skills is a component of police training					
9.	Police Commanders develop our abilities to higher levels of potential and abilities					
10.	There are clear rules and guidelines governing operations					
11.	There are clear reporting and feedback mechanism within the police					

PART D: NON- MONETARY REWARDS

The following set of questions is pertinent to examining the **DETERMINANTS OF SERVICE DELIVERY IN THE NATIONAL POLICE SERVICE IN NAIROBI COUNTY.**

Indicate how Non- Monetary rewards influence service delivery among police officers. Please indicate the extent to which you either **AGREE** or **DISAGREE** with each of the statements by selecting one category that mostly corresponds to your desired response

S/N	Factors considered	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Provision fair promotional opportunities					
2.	Availability of work equipment and kitting					
3	Awards and Recognition of dedicated Service					
4.	Availability of Reliable medical insurance services					
5.	Provision of conducive working conditions improve performance					
6.	Presence of Counseling and Psychosocial Support					
7.	Respect of Human dignity of the Police Officers					
8.	Provision of conducive Housing and Mortgage facilities for the police					
9.	Recognition for Officers that get injured or die in the line of duty					
10.	Post- retirement support for the					

	officers who retire from the Service					
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PART E: MONETARY COMPENSATION

The following set of questions is pertinent to examining the **DETERMINANTS OF SERVICE DELIVERY IN THE NATIONAL POLICE SERVICE IN NAIROBI COUNTY.**

Indicate how Monetary rewards influences service delivery among police officers. Please indicate the extent to which you either AGREE or DISAGREE with each of the statements by selecting one category that mostly corresponds to your desired response

S/N	Factors considered	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Better salaries promotes higher performance and dedication					
2.	Bonuses based on Performance increases morale of officer					
3	Better remuneration leads to less officers leaving the Service					
4.	Prompt processing of Officer's Pension Claims increase loyalty to police work					
5.	Prompt of officers workplace injury benefits increase commitment					

6.	Periodic Salary Review keeps the officers motivated					
7.	Better pay will reduce the rate of corruption					

PART F: SERVICE DELIVERY

The following set of questions is pertinent to examining the **DETERMINANTS OF SERVICE DELIVERY IN THE NATIONAL POLICE SERVICE IN NAIROBI COUNTY.**

Indicate the extent to which service delivery has been affected using the following statement.

S/N	Factors considered	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Reduced fear of crime and enhance personal security					
2.	Satisfied citizen demands for prompt, effective and fair service					
3	There has been reduced complain of police officers by the citizens					
4.	Our response time to crime has improved as compared to our previous experiences					
5.	Citizen complements on our					

	service delivery have improved.					
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Question 2

In your opinion, how would you generally rate the services offered by the police department

Satisfactory []

Very good []

Good []

Poor []

Very poor []

b) Explain your answer above

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.....

c) Give a suggestion on ways of improving the services offered by the National Police Service

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.....

END.

THANK YOU FOR YOUR COOPERATION

APPENDIX III : TARGET POPULATION

Rank	Target population
Senior Assistant Inspector General (SAIG)	8
Assistant Inspector General (AIG)	23
Senior Superintendent of Police (SSP)	37
Superintendent of Police (SP)	43
Assistant Superintendent of Police (ASP)	72
Chief Inspector (CI)	98
Inspector (IP)	108
Senior Sergeant of Police (S/SGT)	124
Sergeant of Police (SGT)	215
Corporal (CPL)	325
Police Constables (PC)	631
Total	1684

APPENDIX IV : SAMPLE SIZE

TABLE I
Table for Determining Sample Size from a Given Population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size.
S is sample size.

