EFFECT OF STRATEGIC MANAGEMENT PRACTICES ON SERVICE DELIVERY OF ADMINISTRATION POLICE SERVICE IN KISUMU COUNTY IN KENYA

BERTHA PERITA WESAYA

A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF HUMAN RESOURCE DEVELOPMENT IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTERS IN BUSINESS ADMINISTRATION STRATEGIC MANAGEMENT OPTION OF JOMO KENYATTA UNIVERSITY OF AGRICULTURE AND TECHNOLOGY

JULY, 2017

DECLARATION

This research project is my original work and has not been presented for award of a degree in any other university.

Signature ……………………..   Date …………………….

Bertha Perita Wesaya

HD333-C012-0823/2013

This research project has been submitted for examination with my approval as University Supervisor

Signature …………………….   Date ……………………

Prof. Gregory Simiyu Namusonge

JKUAT

DEDICATION

This Project is dedicated to my late mother, Paslyder Awinja, my husband David Mwangu and children Tracey, Stacey and Dylan who were my strongholds and pillars during these academic days.

ACKNOWLEDGEMENT

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS AND ACRONYMS

RBV   :   Resource Based View

IPOA   :   Independent Policing Oversight Authority

CHRI   :   Commonwealth Human Rights Initiative

KHRC   :   Kenya Human Rights Commission

TQM   :   Total Quality Management

NATO   :   North Atlantic Treaty Organization

ICT   :   Information Communication Technology

NCO   :   Non-Commissioned Officer

AP   :   Administration Police

SSC   :   Strategic Staff Competency

OCS   :   Organization Command Structure

SCC   :   Strategic Corporate Communication

SPSS   :   Statistical Package for Social Sciences

APS   :   Administration Police Service

NPS   :   National Police Service

ABSTRACT

This research study sought to investigate the effect of strategic management practices on service delivery of Administration Police officers in Kisumu County and guided with the following specific objectives: to determine the effect of strategic staff competency practice on service delivery, to establish the effect of organizational command structure practice on service delivery and to assess the effect of strategic corporate communication practice on service delivery. The target population was six hundred (600) Administration Police officers and a sample size of 234 officers was drawn from the target population by use of Krejcie & Morgan (1970) sample size formula for finite population. A descriptive survey design was utilized in the study, Primary data was collected through structured questionnaire while secondary data was obtained from reports, journals including official documents at County Administration Police Headquarters. Reliability of the questionnaires was tested by use of Cronbach's Alpha method and a pilot study done in bid to pretest and validate them. Qualitative and Quantitative analysis of data were both used for open ended and close ended questions respectively. Statistical Package for Social Sciences computer package was used to analyze statistical data while content analysis was used to analyze the quantitative data and the findings presented in tables of frequencies, narratives. The findings revealed that strategic management practices had a significant positive impact on service delivery at Administration Police Service in Kisumu County, despite the implementation of these practices having challenges in terms of resources and indistinctly stipulated guidelines. The relevant department needs to highlight training policies, elucidate on command structures to be adopted by the Administration Police Service and appropriately equip the Police Service as a means of boosting communication as a way of enhancing service delivery.

1.1 Background

It is a widely accepted management maxim that employees who are satisfied in their work attract better performance and contribute to the achievement of organizational objectives, because they are more productive at the work place. The attitudes and motivations of employees play a crucial role in influencing enthusiasm, productivity, and overall success of an organization. Properly motivated employees execute their bestowed responsibility better and achieve a higher level of performance. The right employee strategies can encourage loyalty, dedication and self-awareness in the pursuit of excellence. Listening to employees and encouraging their involvement can substantially improve morale, productivity, commitment and organizational vitality, their opinions and ideas are an invaluable resource (Abdelatiff, 2003).

In the recent past we have witnessed widespread civil unrest in many parts of the world. In the Arab countries including North African countries, these civil unrests have turned tragic to an extent that the security operatives have been unable to contain the situations. In Kenya, Security service providers play a very important role to the growth of a Nation through provision of safe environment to every Citizen to undertake their day-to-day business without unlawful interference. All organizations, especially police departments, are shaped by their historical, community, and political environments. Our societies have evolved with time for example, from an isolated collection of agriculturally based communities to a complex technological and information age society. Policing, like our societies, has also undergone a

transformation (Schafer, 2009). It has evolved from the responsibility of colonialism (colonial sheriff) and citizen night watch into a high profile, professionally organized, 24-hour, 365-day, occupational specialty. Today, police administrators are accountable for an array of responsibilities that include public safety, law enforcement, human resource management, and information and fiscal management. Police officers have become the most visible representatives of the government on our streets and the most commonly encountered authority figures in our community (Palmer, 1988).

1.1.1 Context of Strategic Management

Strategic management is a practice of examining both present and future environments, formulating the organizations objectives, implementing and controlling decisions focused on achieving these objectives in the present and future environments. It can be defined as "the identification of the purpose of the organization and the plans and actions to achieve the purpose. It involves formulating and implementing strategies that will help in aligning the organization and its environment to achieve organizational goals. Strategic management practices as the process whereby managers establish an organization's long-term direction, set specific performance objectives, develop strategies to achieve these objectives in the light of all the relevant internal and external circumstances, and undertake to execute the chosen action plans as defined by Thompson and Strickland (2003). Since no organization has unlimited resources, strategists must decide which alternative strategies benefit the firm most (Fred, 1997). Thus, a strategy reflects managerial choices among alternatives and signals organizational commitment to particular

products, markets, competitive approaches, and ways of operating the enterprise (Thompson and Strickland, 2003). Furthermore, different organizations in different environments are likely to emphasize different aspects of the strategic management process (Johnson and Scholes, 1999).

The major argument in the field of strategic management during last three decades was whether the strategic management process must be a planning or a thinking process. Taylor (1997) asserts that strategic planning is back but, with changes like Mintzberg (1994) would have wanted such as less bureaucracy, more emphasis on implementation and innovation, and fewer staff planners etc. Therefore, despite its criticism strategic planning still plays a major role in firms. There are other activities associated with high performing strategies; they include emphasis on employee skill level, extensive supervision, and efficient communication (Covin, 1991). Liedtka (1998) asserts it is individual who think strategically not organizations and in order to think strategically individuals require a supporting context to manage the strategic conversations that occur within it and therefore, strategic planning systems can play an important role in this process. There are number of factors that affect strategic management practice in organizations. External factors include political and legal, demography, socio-cultural, economic, technological, and global. The internal factors are organizational structure, organizational ownership, organizational size, organizational culture, management style, defined communication stakeholder expectations, and resources (Edirisinghe, 2008).

1.1.2 Administration Police Service's Service Delivery Orientation

Security is a key incentive for attracting investment as it provides an enabling environment for individuals and businesses to thrive. The focus of the Administration Police Service in service delivery is anchored against the background of Kenya Vision 2030 in ensuring security for all as a cornerstone for socio- economic transformation (National Police Service, Strategic Plan, 2013). The Administration Police Service plays a pivotal role in enforcing law and order by assisting government Ministries and Departments to exercise the provisions of their respective Acts accordingly, however, the Service believes that contribution to community safety will only be effective with employment of a number of strategic management practices (National Police Service, Strategic Plan, 2013). It is in this regard that this study was done, extensively to highlight the impact of application of various strategic management practices in the Administration Police Service in its service delivery. Strategic management will remain a key guiding principle to the Police officers service delivery orientation. To achieve this, the Service focuses on staff competency, proper delegation and supervision and enhanced communication processes.

1.1.3 Concept of Strategic Management Practices in the Administration Police Service

Good strategy demands much of the military professional whether it is formulating, articulating, or executing strategy. It requires the professional to step out of the planning mindset and adopt one more suited for the strategic environment. In simplistic terms, strategy at all levels is the calculation of objectives, concepts, and resources within acceptable bounds of risk to create more favorable outcomes than

might otherwise exist by chance or at the hands of others. The concept of strategy is multidimensional and has been expressed in different ways by strategic management scholars. Mintzeberg (2002), view strategy as the pattern or plan that integrates organizations major goals, policies and actions into a cohesive whole and also points out that strategy involves 5 Ps as follows, strategy as a plan, strategy as a ploy, strategy as a pattern, strategy as a position, and strategy as a perspective. A well formulated strategy helps an organization to marshal and allocate its resources into a unique and viable posture based on its relative internal competences and shortcomings, anticipated changes in the environment and contingent moves by competitors.

Johnson and Scholes (2002) express strategy as the direction and scope of an organization over the long-term which achieves advantage for the organization through its configuration of resources within a challenging environment, to meet the needs of markets and fulfill stakeholders' expectations. Ansoff (1988) contends that strategy is the common thread among organizations activities and its product markets. The strategic direction of the service entails working together with the Government agents in enforcing community safety related laws and enhancing development as a consequence, become an effective player in the provision of border security for the defense of Kenyan territory and working at the grass root level in the protection of life, property and prevention of commission of offences. The Administration Police Service has, since 2004, been developing strategic plans that have guided the department in ensuring that it delivers on its mandate effectively. It has built an

impressive record in rural policing strategy based on deploying and working inside the communities (National Police Service, Strategic Plan, 2013).

1.2 Statement of the Problem

Proficient service delivery is critical to the country's economic growth and development. In countries where efficient service delivery is enhanced the speed of development is high; however certain practices such as,improper on the job training, unclear command structure and lack of clear communication strategy among others have been an impediment in achieving this effectively. The bedrock of any democratic society is a Police Service dedicated to serving the public by ensuring that law and order is maintained (Killingray, 1986). Since independence, the Kenya government employs Police Officers annually, but the trend of crime is becoming more complex (Sommer, 2007). Various reports and independent surveys have portrayed the Police Service negatively, for instance the Independent Policing Oversight Authority (IPOA) Baseline survey conducted in 2013. The IPOA survey came up with findings that indicated low level of engagement with the public led to the misconception of the police as an unfriendly agency to work with. This has been attributed to incompetence, ineffective/outdated tools of work and poor command structure coupled with poor leadership (CHRI and KHRC, 2006). A well-defined command structure would minimize conflict and enhance competency; up to date tools of work coupled with well-trained competent officers and effective communication would enhance effectiveness and efficiency in service delivery (Child, 1988).

A number of studies have been done on strategic management practices in other industries other than the Security Service organization in Kenya (Ligare, 2010; Ngatia, 2011; Kariuki, 2011; Maina, 2011; Irungu, 2011; Odunga, 2011; Mutia, 2011; Mbondo, 2011; Manguru, 2011; Riungu, 2008; Namusonge, G.S., Kabare, K. & Mutua, S. (2012).). A couple examples of studies on Policing in Kenya include Y. Furuzawa (2011) , Njuguna, Ndung'u and Achilles (2015). Despite the numerous studies on strategic management practices, the Security Service organization has been largely neglected and there has never been an attempt to study the same. The limitation of this study was the fact that it was carried out as a case study of Administration Police Service at Kisumu County hence the results cannot be generalised to the National Police Service. Further, no study exists in the management in security sector as there is only other studies by Furuzawa (2011) and Njuguna, Ndung'u and Achilles (2015) in Police Reforms sector. It is also worthy to acknowledge the fact that most of the studies on the same in other industries have followed the same methodology of case studies. There is therefore a need to carry out a survey of the security management sector. The present study answers the following questions: what is the effect of strategic management practices on service delivery of the Administration Police in Kisumu County in Kenya? What are the effects of such practices?

1.3 Research Objectives

1.3.1 General Objective

The general objective of the study was to investigate the effect of strategic management practices on service delivery of Administration Police Service in Kisumu County, Kenya.

1.3.2 Specific objectives

The study was based on the following specific objectives:

1. To determine the effect of strategic staff competency practice on service delivery of Administration Police Service in Kisumu County, Kenya.

2. To establish the effect of organizational command structure practice on service delivery of Administration Police Service in Kisumu County, Kenya.

3. To assess the effect of strategic corporate communication practice on service delivery of Administration Police Service in Kisumu County, Kenya.

1.4 Research Questions

The study was guided by the following research questions:

1. What is the effect of strategic staff competency practice on service delivery of Administration Police Service in Kisumu County, Kenya?

2. How does organizational command structure practice effect service delivery of Administration Police Service in Kisumu County, Kenya?

3. To what extent does strategic corporate communication practice effect service delivery of Administration Police Service in Kisumu County, Kenya?

1.5 Research Hypotheses

The study tested the following null hypotheses:

H_{01} Strategic staff competency practice has significant effect on service delivery.

H_{02} Organizational command structure practice has significant effect on service

delivery.

H_{03} Strategic corporate communication practice has significant effect on service

delivery.

1.6 Significance of the Study

The Administration Police Service, at inception, was hoped that it would play a vital role in dealing with crime and assisting other government agencies in execution of their duties. This was due to the fact that the APS has a wider grass root presence in the country. However a report conducted by the National taskforce on police reforms (2009) and an audit done by the Police reforms and implementation committee (2011), discovered that the Administration police's response to incidents was not as efficient as was the desire of the citizens who are the Kenyan taxpayers. This was attributed to the Police Officers character, attitude and the manner in which they respond to issues affecting the public. This study however would be significant in highlighting the effect of strategic management practices in enhancing service delivery in Administration Police Service at Kisumu County. The study would create a better understanding of the importance of strategic staff competency, organizational command structure and strategic corporate communication on improving service delivery of the Administration Police Service in Kisumu County. The researcher

believed there was need for proper policies and strategies that promote timely, sustainable and productive police services in the country.

1.6 Scope of the Study

The research study addressed the primary objective of effect of strategic management practices on service delivery and this was limited to Administration Police officers working in Kisumu County for a period of one year. The strategic management practices covered included; strategic staff competency, organization command structure and strategic corporate communication. The staff covered in this study included, top command in the County structure, other gazetted officers and the rest of the subordinate officers. It was conducted at a point in time and confined itself to the objectives herein stated.

1.7 Limitations of the Study

Some respondents also did not understand the role of academic research and they had reservations about the questionnaire as they felt that their privacy was being interfered with. This was sorted by taking time to explain to them and assuring them that the results would be used for academic purposes only. There was limited accessibility to confidential information due to sensitivity of the area of study. The area of study was sensitive given the mandate of the institution which the researcher was interrogating. This to some extend inhibited the acquisition of critical information particularly from the interviewees.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews theoretical and empirical literature relating to specific variables on effect of strategic management practices on service delivery of Administration Police Service. The chapter contains conceptual framework, meaning and components of the effect of strategic management practices on service delivery of the Administration Police Service in Kenya, empirical literature review and a summary.

2.2 Theoretical Framework

Administration Police Service is a complex array of interdependent activities that some would say is at best organized "chaos". Historically according to Gray and Flanagan (1989), the foundation of measuring performance of service providing organizations was greatly influenced by the achievement of the strategic objectives in line with the level of productivity both from a management and supervision view point to a more business level approach of material usage. This study has exposed two theories namely; the resource based view and systems theories that encapsulate the variables under study as well as offer insight towards the effect of strategic management practices on the service delivery of the Police Service and buffer a solution based approach to the challenges exposed within the problem statement.

2.2.1 Resource Based View Theory

This theory was first authored by Wernerfelt (1984) and later reviewed by other contributors who expounded on the influence that both tangible and intangible assets

have on the performance of an organization (Crook et al., 2008). The theory states that an organization is able to perform better when it combines its unique resources to drive all the areas of the organization (David, 2009). The resource based view theory magnifies the importance of internal resources within the organization and the use of these resources in formulating strategy to achieve sustainable advantage in service delivery (Schroeder et al. 2002). According to the RBV, a firm's internal capabilities determine the strategic choice it makes in competing in its external environment. This is in line with the effect that strategic management practices have on the service delivery of a firm. Closer within the context of a service delivery organization, the RBV is used to identify and explore man-power expertise and strategic planning systems that can help the organization manage present term plan goals and objectives. Within the context of a service delivery organization which in this case, is the Administration Police Service. Loasby (2002) explores the view that investments in resources and capabilities are choice decisions made in the context of uncertainty and that it is the combination for these factors that make real options potentially valuable. In his earlier work, Wernerfelt (1984) highlighted four issues that the RBV addresses illustrated in the table below:

Table 2.1: Factors of Resource Based View

On which resources should an organization diversify?	By analyzing an organization's resources and capabilities in terms of diversification potential and/or exploitability, an organization can determine which ones would be most favorable to utilize as a basis of corporate strategy formation.
Which resources should be developed further?	An internal analysis should identify areas of weakness within the organization and enable managers to address these issues.
What markets a firm should diversify into?	By firstly identifying internal strengths, an organization is in a better position to identify areas where diversification resources can be exploited. By matching the internal resources and external opportunities the chances of a successful strategy being implemented is increased.
What type of firms other firms should acquire?	Resource Based Theory identifies weak areas of a resource base as well as which resources are compatible with others. This knowledge will enable decision makers to make better informed judgments with regards to acquisitions and mergers.

Source: Wernerfelt, 1984

The argument of assets and capabilities is clarified by Galbreath (2005) who explains that assets are what an organization "has" or owns while capabilities are what an organization "does" both of which can form the basis for long term planning and

strategic contingent mapping resulting in successful service delivery of the organization. To explain the combination of assets and capabilities further, Barney and Wright (1998) attempt to link the core resource of human capital and the competency levels and skill sets that the personnel bring on board. For this reason, there is a strong link between the strategic staff competency of an organization and that of learning and development processes defined at the service delivery level as argued by Senge (1990), human resources play a crucial role in the attainment and success of a firms core objectives. Performance of a firm whether short term or long term can be influenced by the exploitation of resources and capabilities that are deemed to be valuable and rare offering a greater advantage and provide leverage towards the attainment of the firm's strategic goals (Barney 1991). Therefore to attain effective service delivery, the approaches within the RBV help define and exploit the resources within the firm that are both valuable and rare and dictate that these resources should be both incomparable and non-substitutable in order to sustain efficiency in performance.

2.2.2 Systems Theory

Systems theory is an interdisciplinary theory about every system in nature, in society and in many scientific domains as well as a framework with which we can investigate phenomena from a holistic approach (Capra, 1997). The systemic perspective argues that we are not able to fully comprehend a phenomenon simply by breaking it up into elementary parts and then reforming it; we instead need to apply a global vision to underline its functioning. A systems theory is hence a theoretical perspective that analyzes a phenomenon seen as a whole and not as simply the sum of elementary

parts. The focus is on the interactions and on the relationships between parts in order to understand an entity's organization, functioning and outcomes (Mele and Polese, 2010). In the broadest conception, the term connotes a complex of interacting components together with the relationships among them that permit the identification of a boundary-maintaining entity or process as explained by Laszlo & Krippner (1998). Ackoff (1970) suggested a definition that a system is a set of two or more interrelated elements with the following properties; Each element has an effect on the functioning of the whole, Each element is affected by at least one other element in the system and All possible subgroups of elements also have the first two properties.

a) Systems Theory Applications in Management

In this section we provide some examples about how systems theory and systems thinking can be applied in management to enhance service delivery. We focus specifically on knowledge, value, quality, environment, relationships, adaptation, and complexity.

b) Knowledge

Under this vision, the firm is seen as a learning system and as having a set of skills and competences that enables it to produce its own knowledge (Nonaka and Tacheucki, 1995). The firm is then a cognitive system establishing its existence, creating information and activating skills in order to produce knowledge through continuous leaning processes (Vicari, 1992). This can be achieved within an organization through staff training to enhance relevancy and service delivery.

c) Value

From this approach the organization is seen as a holistic system, characterized by a high degree of integration between the factors intervening in the process of value creation (Grant, Shani and Krishnan, 1994).

d) Quality

When discussing quality issues, it is necessary to focus on the link between Total Quality Management (TQM) and *systems thinking* (Kim, 1990; Senge and Sterman, 1990; Kim and Burchill, 1992). In TQM, the systemic conception of the organization is strengthened by its emphasis on the importance of the relationships of the parts to the goals to be reached (Mele and Colurcio, 2006). "TQM is a learning system: Through TQM every size of unit, from individual to team to a formation to region and nation, can learn how to learn. TQM can be thought of a system for learning new skill for the benefit of staff ….TQM as a system for developing individual, team, company and national skill" (Shiba, Graham and Walden, 1993, p. 534).

e) Environment

If the organization is the system at the micro level, then the environment is the system at the macro level. In the systems approach, the decision maker, by analyzing the structure of his own system and the structure of supra systems, employs attenuating and amplifying actions of the kind needed for survival and efficiency of the organization, thus modifying the borders between the system and the individual supra-systems (Brownlie, 1994).

f) Relationships

According to the viable system model (Christopher, 2007), competitive organization's behavior is strictly linked to the ability to identify and manage functions and

relationships, thereby establishing communication channels, organizing information flow, and rationalizing and harmonizing an organization's development and command structure aligned with all external relationships.

The governance of the viable organizations then has to address and direct the system towards a final goal by transforming static structural relationships into dynamic interactions with other viable systems. The ability to organize relationships delineates the efficiency of governmental action, which is a central characteristic of viable systems, contributing to the equilibrium of the system from one side and to the satisfaction of supra-systems' expectations from the other. For the organizations, it is fundamental to consider the compatibility between systemic actors *(consonance)* and to improve the effective harmonic interaction between them *(resonance)*. Consonance is linked to the concept of *relations*; it refers to a static vision and represents the potential harmonic relation. Resonance instead is related to dynamic aspect, the *interacting* between entities.

g) Adaptation

According to the viable systems approach (Barile and Polese, 2010), any organization has to be able to preserve its viability and stability, creating its own internal environment that is able to respond effectively to external stimuli at all levels *(viability)*. Organizations are considered viable systems if they are able to survive in a particular context due to continual dynamic processes and several kinds of internal changes *(adaptation)*.

h) Complexity

Networked systems can be described based on three parameters: variety (possible variance that a phenomenon may present to the observer), variability (variety observed over time) and indeterminacy (the ability to fully understand a phenomenon) (Barile, 2009; Golinelli, 2010). Starting from these distinctions, it is possible to address the relative concept of *complexity*, which can be very useful in interpreting Service systems, since these are complex adaptive systems (Gell-Mann, 1994; Holland, 1999). They are *complex* in that they are diverse and made up of multiple interconnected network elements and *adaptive* in that they have the capacity to change and learn from experience.

The systems approach attempts to view the Administration Police Service in terms of irreducibly integrated systems. It focuses attention on the whole, as well as on the complex interrelationships among its constituent departments and commands. This way of seeing is not an alternative, but a complement, to the specialized way. It is more all-embracing and comprehensive, incorporating the specialized perspective as one aspect of a general conception. The specialized approach has created an orientation toward decision making that is currently in vogue in many parts of the world. It is based on individualism, competition, training for a specific task, and indoctrination into a single specialty. On the other hand, the general systems approach encourages the development of a wholesome, more unitary consciousness, team work, collaboration, learning for life, and exposure to the universal storehouse of accumulated knowledge and wisdom.

2.3 Conceptual Framework

A conceptual framework refers to a graphical representation of the theorized interrelationships of the variables of a study (Odhiambo & Waiganjo, 2014). The significance of conceptual framework was to help the reader observe the proposed relationship easily (Orodho, 2009). Nalzaro (2012) explained that it consists of concepts that are placed within a logical and sequential design and represents a less formal structure. Miles and Huberman (1994) defined a conceptual framework as a visual or written product; one that explains either graphically or in narrative form, the main concept to be studied; the key factors, concept or variables and the presumed relationship among them. The general objective of this study was to establish the effect of strategic management practices of service delivery.

The figure below shows the research study's conceptual framework used, which was used to determine and analyze the relationship between the variables. The conceptual framework has been derived from the theories and models described above. The conceptual framework was illustrated diagrammatically in figure 1.

Independent Variables   **Dependent Variable**
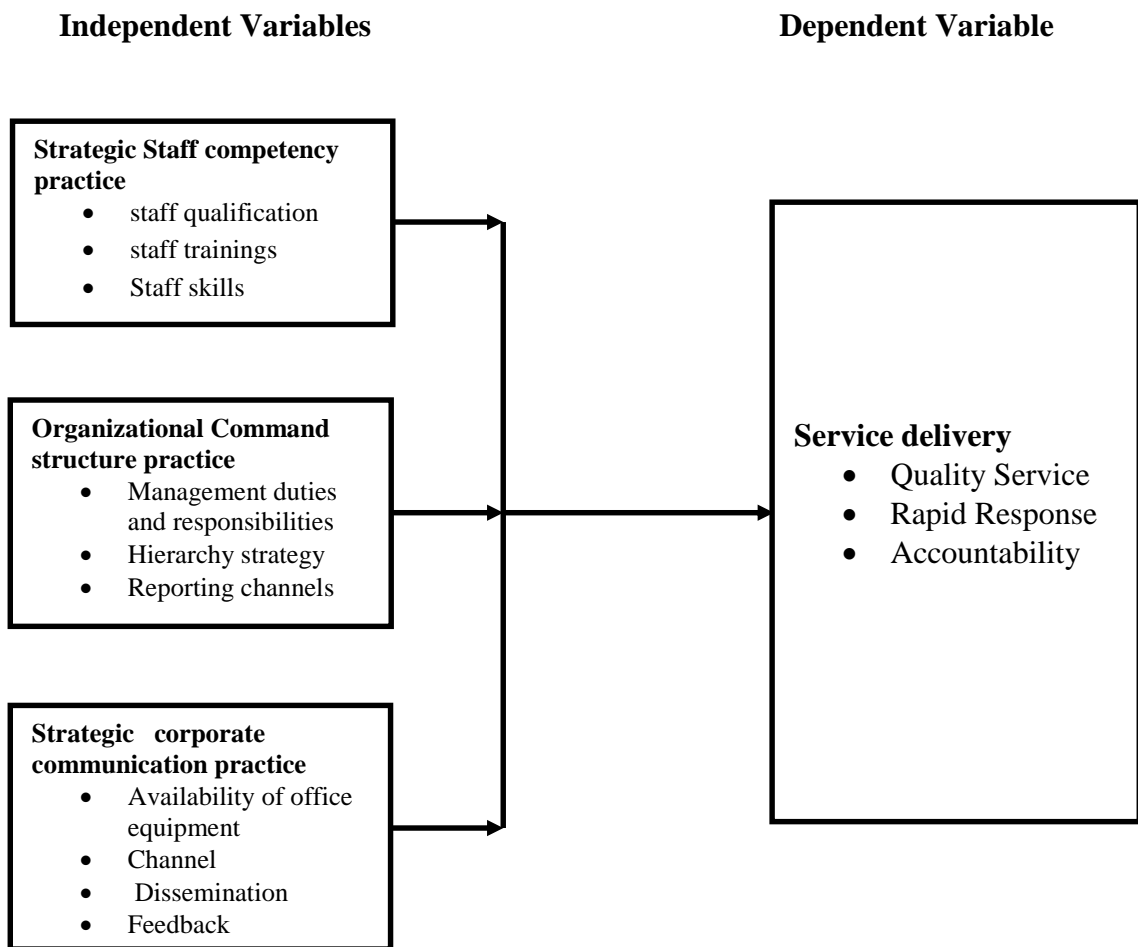
Figure 2.1: Conceptual framework

2.4 Review of Variables

2.4.1 Strategic Staff Competency Practice

Employees are more likely to enjoy their work and produce desired results when they

know what is expected of them and have the tools and knowledge to perform the task.

Job satisfaction is enhanced pride in results that meet and exceed expectations

(Akinola and Olumide, 2011). Training improves skills and knowledge which enables

employees to be efficient and effective in their service delivery (Cooke, 1994). Impact

analysis of employee training on the performance was measured in terms of Tobin's

Q and total returns to shareholders of North American firms, by using a survey of senior executives in human capital management, carried out in 2000. The results indicate that higher training can have positive effects on firm performance, through factors such as employee satisfaction and customer loyalty in the overall, it is found that higher level of training are associated with significant benefits which can increase firm value (Monilla, 2011).

Training is designed to provide learners with the knowledge and skills needed for their present job because few people come to the job with the complete knowledge and experience necessary to perform their assigned job (Fitzgerald, 1992). Becker (1962) provides a systematic explanation of investment in human capital and associated productivity, wages, and mobility of workers. Such investment not only creates competitive advantages for an organization but also provides innovations and opportunities to learn new technologies and improve employee skills, knowledge and firm performance (Salas & Cannon-Bowers, 2001). In fact, there is an increasing awareness in organizations that the investment in training could improve organizational performance in terms of increased sales and productivity, enhanced quality and market share, reduced turnover, absence and conflict, (Huselid, 1995; Martocchio & Baldwin 1997; Salas & Cannon-Bowers, 2000). In contrast, training has been criticized as faddish or too expensive (Salas & Cannon-Bowers, 2000; Kraiger, McLinden & Casper, 2004). Comparative reviews show that there is an increasing skepticism about the practice and theoretical underpinning of linking training with firm performance (Alliger et al., 1997; Wright & Geroy, 2001).

Training can take both general and specific employee trainings. The importance of general and specific training is recognized by everyone. Chapman (1993) has pointed out that a major development in the theory of training is the distinction between training relevant to a wide variety of tasks and training which is more specific to the job and firm—general training and specific training. General training raises a worker's future productivity not only in the firm providing it, but also in other firms in the labour market.

Employee development plans, when tailored correctly and executed in accordance with individual and organizational needs can significantly increase efficiency of the worker and dramatically decrease any associated costs that may be generated by the employee (Nickels, 2009). Armstrong (2000) contends that trained employees often work better as teams because everyone is aware of the expectations and can achieve them together smoothly. Trained employees are also more confident in their performance and decision-making skills. In addition, employees who receive regular training are more likely to accept change and come up with new ideas. All officers of the Administration Police Service undergo a basic recruits training before they are posted to various stations within the country. However, subsequent trainings are undertaken by the officers; these courses include; promotional, development and managerial courses. The courses are aimed at enhancing efficiency and effectiveness of the officers as far as service delivery is concerned (David, 1997).

2.4.2 Organizational Command Structure Practice

Organizations are 'complex adaptive systems' that use people, tasks and technologies to achieve specified goals and objectives (Avolio, 1999). Structure is the organization of the resources and assets and represents the division and distribution of work among members (managers and employees) of the organization, and the co-ordination of their activities in such a way that they are directed towards achieving the declared goals and objectives of the organization (Holden, 1994). Organizational theory refers to how organizations are structured and how they are managed (Schafer, 2009). In an organizational structure, "chain of command" refers to a company's hierarchy of reporting relationships -- from the bottom to the top of an organization, who must answer to whom (James, Jack, William, Walsh and Roy, 1997). The chain of command not only establishes accountability, it lays out a company's lines of authority and decision-making power. A proper chain of command ensures that every task, job position and department has one person assuming responsibility for performance. This hierarchical method for organizing information flow, decision making, power and authority, assumes that each level of the organization is subordinate to the level to which it reports (Schafer, 2009).

Williamson (1981) observes that hierarchy is necessary for unity of direction, but lateral communication is also a fundamental, condition on supervisors knowing that it takes place. Appleby (1994) refers to unity of command as the need for subordinates to be responsible to only one superior. F.W Taylor did not do this as he allowed eight foremen to give orders to one worker. If one worker directs, it's easier to co-ordinate plans and to select the best technique to be used to achieve group goals. For efficiency

and accountability in execution of the mandate of the Administration Police Service, the chain of command is founded on; the rank seniority of officers and on the responsibility and order of superiority of established offices in the service.

2.4.3 Strategic Corporate Communication Practice

The recently approved North Atlantic Treaty Organization (NATO) Policy on Strategic Communication defines Strategic Communication as "the coordinated and appropriate use of NATO communications channels and capabilities – Public Diplomacy, Military Public Affairs, Information Operations and Psychological Operations, as appropriate – in support of Alliance policies, operations and activities, and in order to advance NATO's aims" (SG(2009)0794). "It is important to underline that Strategic Communication is first and foremost a process that supports and underpins all efforts to achieve the Alliance's objectives; an enabler that guides and informs our decisions, and not an organization in itself (David, 1997). It is for this reason that Strategic Communication considerations should be integrated into the earliest planning phases - communication activities being a consequence of that planning" (MCM-0164-2009). Communication is important for the internal functioning of the organization and for interaction with the external environment (Andrew, 1980). In the broadest sense, the purpose of communication in an organization is to effect change to influence action toward the welfare of the organization (Cole, 1993). Communication is essential for the internal functioning of organization because it integrates the managerial functions. Especially, communication is needed (1) to establish and disseminate the goals of an organization; (2) to develop plans for their achievement; (3) to organize human and

other resources in the most effective and efficient way; (4) to lead, direct, motivate and create a climate in which people want to contribute; and (5) to control performance, (http://en.wikipedia.org).

In 2009 a survey reviewed the state of preparedness of the police to effectively combat crime and emerging security challenges and concluded that the police were ill prepared due to both lack of adequately trained human resources and lack of suitable equipment (Ransley, 2009). Their effectiveness is inhibited by generally poor and obsolete equipment. Other types of equipment essential to effective police performance were also found to be in short supply or outdated. This included computers, communication systems and equipment, evidence-gathering tools such as photographic equipment, operational aircraft and maritime equipment (Ransley, 2009). Among the recommendations made in this regard was that the tooling, logistical and technological capacity of the police services be reviewed to establish the exact needs and specification in order to bring policing to international standards. Communication and information technology and transportation should be prioritized (Ransely, 2009).

2.4.4 Service Delivery

In today's world of intense competition, the key to sustainable competitive advantage lies in delivering quality service that will in turn satisfy the customer. Service defines a commodity as intangible and it includes the performance of certain work or effort, but cannot be owned; and usually services are offered through the effort of persons or through a mechanical effort towards certain people (Pride & Ferrell, 2006). The customer's overall satisfaction is a function of all the encounters/experiences of the

customers with that organization. Similar to service quality, customer satisfaction can occur at multiple levels in an organization, for example, satisfaction with the contact person, satisfaction with the core service and satisfaction with organization as a whole (Shemwell, 2001). Service delivery is concerned with where, when and how a service and/or product is delivered to a customer (Lovelock and Wright, 2002). It is a component of business that defines the interaction between providers and clients where the provider offers a service and the client finds value or loses value as a result (Cooper and Schindler, 2007).

Efficient service delivery indicators are quality services, quick response and accountability as enumerated by Kotterman (2006). Quality service is when a delivered service confirms to the client's expectations. Use of quality by customers as one of the most important dimensions to evaluate the service provided to them is relatively common. Therefore it is one of the most important portals that service institutions have to introduce to achieve the satisfaction of these clients. This gives these institutions a competitive advantages and the ability to continue and survive and thus make profits (Mugenda and Mugenda, 1999). Quality is a long- term commitment by the institutions providing services to satisfy the needs and desire of customers continuously; that responsibility falls on both the management of enterprise service and its employee (Akinola and Olumide, 2011). To achieve these needs and desire, it is important to achieve high level of quality in the multiplicity of economic benefits. The idea of the overall quality means excellence, clear standards and high performance. Quality as a factor can be measured. It falls in the eyes and minds of customers who have multiple needs and who evaluate them when you use the service

as a comparison between the values they get compared to the costs spent (Armstrong, Scott and Overton, 1977).

Accountability at work is important to a business's success as a whole. Every employee, no matter what level of seniority is equally responsible for aiding in the success of the corporation (Akinola and Olumide, 2011). In order to achieve the goals of the corporation, long and short term, it is important that all people within the company work together and share accountability. Shorter lead times improve quality, reduce cost and eliminate non-value-added waste within the organization while simultaneously increasing the organization's competitiveness and market share by serving customers better and faster (Cooke, 1994). Service delivery indicators measure precisely these three dimensions; provider ability, provider effort and availability of key inputs (Schafer, 2009). Police officers are a country's greatest asset in delivering security services and thus enhancing economic growth. What police officers know, what they do, and the inputs they have to work with will all determine the quality of service they provide (Holden, 1994).

2.5 Empirical Review

Mutemi, Maina and Wanyoike (2014) determined strategic management practices and performance of small scale enterprises in Kitui Town Kenya. The research involved a survey of 99 small enterprises in Kitui town. Descriptive statistics like the mean and inferential statistics were used to derive meaningful findings and inferences. The study findings revealed that investment in personnel and skills is one some of the strategies that can be used to enhance performance of small enterprises.

Communication was also found to act as a pertinent element to achieving success. Delegation of duties is also a crucial aspect that facilitates for excellent standards of motivation. The findings agree with those in who asserted that skilled employees are highly innovative, and this is greatly beneficial to an enterprise. An effective workforce is an essential catalyst for cost mitigation (Bett, 1995). All enterprises aim at reducing operational costs in order to boost performance. Based on such perspectives, it is vital to have a workforce that is aligned to the company's values and missions (Analoui and Karami, 2003). This is facilitated for by strategic management by investing in skills and personnel. Skilled personnel alleviate total costs because they are highly efficient in using minimal resources for maximum performance (Alam and Ian, 2003).

From a different perspective, an effective workforce is also vital in that it boosts internal marketing (Okumu, 2001). The findings concur with those in who asserted that delegation of duties is also a crucial aspect that facilitates for excellent standards of motivation. Delegation acts as an indicator of the organization's confidence with its workforce consequently, the high ranking executives must integrate other employees into the decision-making process.

It is widely accepted that corporate communications has a crucial role to play in what Winner (1993) calls the *total business system*. Van Riel (1992) provides a comprehensive review of techniques for measuring corporate identity in his book Principles of Corporate Communication (1992). They concurred with those who asserted that Communication is widely considered in the business world as the single-

most important determinant of good service delivery. Communication makes the employees to feel as though they are integral role players in the enterprise (Dowling 2001). Additionally, communication between different levels of management makes everyone feel valued by the organization.

2.6 Critique of Existing Literature

Alexander (1985) argued that the most frequently occurring strategy implementation problems include deficiency of resources, underestimating the time needed for implementation, poor communication systems and resistance to change. Deficiency of resources is a common strategy implementation challenge especially for a case of Administration Police Service, where communication and prompt response to distress calls are factors. David and Sabine (2006) argue that a number of factors commonly prohibiting effective resource allocation include overprotection of resources, great emphasis on short-run financial criteria, organizational policies, vague strategy targets, reluctance to take risks and lack of sufficient knowledge. This however can be argued in the line that in Service, there is an aspect of specialization where individuals are deployed to their suited duties. Kandie (2001) concluded that whereas Telkom Kenya Limited realized the need to change strategy due to change in the competitive environment, they lacked adequate resources and managerial empowerment to do so.

Lack of sufficient communication is a major challenge experienced in the implementation of strategic initiatives in many cases. Aaltonen and Ikavaiko (2002) stated that the amount of strategic communication in most organizations is large. Both written and oral communication is used in the form of top down communication. To

improve understanding and responsibility, communication should be two-way. It should also be an ongoing activity throughout the implementation process. According to Analoui (2003), an organization's mission statement should be understandable and clearly make sense to stakeholders, in order to avoid confusing stakeholders about the purpose of the organization. This is agreeable as it is strategically astute to be able to effectively communicate important information all through the organization. Before any strategic initiative can be implemented, it must be clearly understood.

2.7 Research Gaps

A number of scholars over the years have studied the influence of a number of strategic management practices in service delivery in various organizations. Moraa (2016) reaffirmed that human resource management strategy is essential for provision of good service delivery. Therefore more emphasis should be dwelt on human resource capacity enhancement strategy to ensure prudent use of human resource in the health care institutions. In addition to this, the careful elimination of draconian strategies of human resource development and in place adopts human resource strategies that involve all employees in decision making process could help for efficient service delivery. The study did not cover the specific human resource skills development structures in the other service providing organizations but it recommended a study on the implementation of best practices of enhancing human resource capability to improve on service delivery and therefore this study represented an important contribution to this area.

Moraa (2016) determined that organizational structure strategy is an important aspect for the improvement and development of a sound service delivery in the health care

institutions and in order to keep the health care institutions in course, there must be an effective organizational command structure strategy system that will enable all the plans, objectives, and strategies to be translated into actions that will lead to efficient service delivery in the health care sector. The organizational structure should streamline the deployment and use of ICT and human resource development strategy that will lead to collective and efficient service delivery.

Little study has been conducted on the effect of strategic Management practices on organizational service delivery of Police Services under the new National Police Service commissioning. Most of the studies done on strategic management practices cover other types of organizations but they fail to consider in detail strategic staff competency, organization command structure and strategic corporate communication as practices and how they influence service delivery in a Police Service. However this study takes into account the mentioned strategic management practices and their effect on service delivery in a Police Service. The only study that is related to the current study was done at Kisii County Government by Opano (2013) when the County Government had been in place for less than a year. His findings were abstract since it was not possible to conduct a study on formulation and implementation within the period, hence the need to focus on this research area.

Although service delivery plays a critical role in meeting customers' expectations, service delivery innovation has not been clearly discussed in previous researches (Chen et al., 2009). Effective service delivery is critical to any organization (Kandie, 2001), and as an organization, Administration Police Service should endeavor to

provide quality services to its customers. Consequently, the research sought to investigate the effect of strategic management practices on service delivery of the Administration Police Service. Services shall be deemed efficient when the customer feels satisfied with the performance of the service provider.

2.8 Summary

The chapter reviewed the theories related to the study which included the resource based view theory and systems theory. It also covered the area of strategic management practices and their effect on service delivery in a Police Service. The conceptualized strategic management practices of service delivery are; strategic staff competency, organization command structure and strategic corporate communication. This chapter expounded on a conceptual framework that exposed the variables under study and also highlighted an empirical study which show cased the findings of previous studies done with a critique and research gap of the same.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter encompasses the research methodology used in the field. It focuses on the sources of data and their collection techniques, sampling procedure adapted and tools for data presentation and interpretation. This chapter is organized along the following subsection: research design, target population, sample size and sampling techniques, data collection instruments, validity and reliability of the instruments, data collection procedures, data processing, analysis and presentation methods and ethical considerations.

3.2 Research design

A research design is the general plan structure of investigation conceived so as to obtain answers to research questions and to control variance (Kerlinger, 1973). It enables the researcher to logically draw inferences concerning causal relations among the variables under the domain of generalizability, that is, whether the obtained interpretations can be generalized to a larger population or to different situations (Kirlinger, 2000). The study adopted descriptive survey design. Descriptive survey design helps to answer questions concerning current status of the subject under study (Mugenda and Mugenda, 2003) and is useful for identifying variables & hypothetical constructs which can be further investigated through other means and can also be used as an indirect test of a theory or model some behaviors/situations cannot be studied any other way.

Cooper and Schindler (2006) stated that research design is the manner in which data is collected, measured and analyzed in order to achieve certain research objectives. The survey method was used as the major research design for this study. According to Peil (1995), the survey method if well used, can provide reliable valid and theoretically meaningful information. Chandran (2004) stated that the research survey design is a way to accomplish the research objectives through empirical evidence that is obtained economically. Descriptive survey design enabled the researcher to describe the population with respect to the given outcome and to collect information on many variables from as many respondents as possible and hence it was an efficient way of collecting information in this particular study.

3.3 Target Population

The study was done for a population of all Police Officers in Kisumu County but focused on a population target of 600 Administration Police officers of all ranks in Kisumu County. Kisumu County is located in the Western part of Kenya. The County has seven Sub-Counties namely Kisumu East, Kisumu Central, Kisumu West, Seme, Nyando, Nyakach and Muhoroni.

According to cooper and Schindler (2006) a population is a total of elements about which we wish to make infancies. According to Ngechu (2004), a population is a well-defined set of people, services, elements and events, group of things or households that are being investigated. A population is defined as an entire group of individuals, objects, cases or articles with common attributes or characteristics (Mugenda & Mugenda 2003). These definitions ensure that population of interest is homogeneous. The sample size for the study was two hundred and thirty four(234)

Administration Police officers working in Kisumu County and was determined using

Krejcie & Morgan (1970), using sample size formula for finite population. This

includes senior officers i.e. Gazzetted officers and members of the Inspectorate cadre,

non-commissioned officers from the rank of corporal and above and the junior

officers (constables). This is primarily because the overriding ambition of this project

was to capture the perceptions of individual officers across board.

3.4 Sampling Frame

The sampling frame for any probability sample is a complete list of all the cases in the

population from which a sample is drawn (Saunders et al., 2007). Ngechu (2004)

emphasizes the importance of selecting a representative sample by use of a sampling

frame. From the sampling frame, the required number of subjects, respondents,

elements or firms is selected in order to make a sample. Sampling frame is therefore

an objective list other population which the researcher can make a selection and that a

sample frame should be a complete and correct list of population members only

(Denscrobe, 1998). The sampling frame for this study is 600 Administration Police

officers of the senior ranks, middle ranks and lower ranks from Kisumu County.

3.5 Sample and Sampling Technique

A sample is a finite part of a statistical population whose properties are studied to gain

information about the whole (Webster, 1985). When dealing with people, it can be

defined as a set of respondents (people) selected from a larger population for the

purpose of a survey. Sampling is that part of statistical practice concerned with the

selection of individual observations intended to yield some knowledge about a

population of concern, especially for the purposes of statistical inference. The purpose of sampling is to ensure a representative group which will enable the study to gain information about the whole population. The procedure for sampling should ensure that all the members of the population are given an equal chance to participate in the study, while the sample size should be statistically representative of the population where the research will be conducted.

The study adopted probability sampling technique because the result of the study was to be generalized to a wider Police population. Stratified random sampling was used to select the sample because the researcher's sample has mutually exclusive groups that are relevant, appropriate and meaningful in the context of the study. Also, stratified random sampling has the least bias and offers the most generalizability. This type of sampling technique enabled the researcher to get a feel of the problem from each of the levels. According to Deming (1990), stratified sampling technique produce estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogeneous population. According to Mugenda and Mugenda (1999), a representative sample is one that represents at least 10% of the population of interest. Random sampling minimizes the sampling error in the population. This in turn increases the precision of any estimation methods used (Cooper & Schindler, 2003). Krejcie and Morgan (1970) asserted that survey research design requires huge sample size for the purpose of representation; in census, everyone in the target population is selected to participate in the study, hence the sample size is equal to the size of the target population; in experimental research design, with treatment and control groups, the sample size may differ in each group.

A sample size of 234 Administration Police officers was arrived at by use of Krejcie & Morgan (1970) sample size formula for finite population and proportionately distributed among the four ranks; the Gazetted Officers (which include Assistant superintendents, superintendents, senior superintendents, commissioners of police and Assistant Inspector Generals), members of Inspectorate (which include Inspectors and Chief Inspectors), NCOs (which include Corporals, Sergeants and Senior Sergeants) and the Constables in Kisumu County.

Sample size formula for finite population

$$S = \frac{X^2 NP\,(1-P)}{d^2\,(N-1) + X^2 P\,(1-P)}$$

S = Required Sample

X = 1.96 (Z value, based on confidence value of 95%)

N = 600 (Population size)

P = 0.5 (Population proportion)

d = 0.05 (Degree of accuracy/Margin of error)

Calculation

$$S = \frac{\{(1.96^2)\,600 \times 0.5\}\,(1-0.5)}{(0.05^2)\,(600-1) + (1.96^2) \times 0.5(1-0.5)} \quad \Bigg| \quad S = \frac{(3.8416 \times 300)\,(0.5)}{(1.4975) + 0.904} \quad \Bigg| \quad \frac{576.24}{2.4579} \quad = \underline{234.44}$$

The value of 's' i.e. 234 was arrived at by employing the formula for finite population where 'X' is a constant value based on confidence value, 'N' was the population size, 'P' was the population proportion and 'd' is a constant which is the margin of error for the formula.

3.6 Data Collection Methods

Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcome. This study used both primary and secondary data that is data collected by the researcher herself for a specific purpose. It is obtained through surveys, interviews and direct observation. Primary data is more current and more relevant to the research project. It entails direct reports from persons that are directly involved in the investigation or research. The advantage of this data is that being direct information, it is immune to contamination that occurs during secondary transmission. It is also original and unbiased and therefore reliable.

Considering the subject under review and the size of the population, the researcher found it necessary to use structured and semi structured questionnaires to collect data. This method gives respondents a chance to share freely information about relevant and intimate matters concerning the subject. The method is also flexible for both the researcher and the respondents. The questionnaires contained both closed ended and open ended questions that are consistent with the research objectives. They were delivered by the researcher to the respondents by hand. They were been structured in

various sections. Section A contains general information that seeks to obtain data relating to the personal information of the respondents. The remaining sections had questions that revolved around the objectives of the study. Some of the questions required the respondents to show their level of agreement while others required them to give opinions.

Secondary data on the other hand is one type of quantitative data that has already been collected by someone else for a different purpose but has some relevance and utility for the current research. This data was selected for this study to provide relevant information in the literature review as well as offer background information on the subject under review. In addition to books, this information is available in academic journals, research works that have been published in electronic media, and other papers that feature the study topic. The advantage of this source of data is that it is readily available and relatively cost effective. The data is unobstructed and can be easily accessed by the researcher without much struggle. Specifically, secondary data for this research was obtained from review of paper based sources (such as reports, journals, abstracts, conference papers, newspapers) and electronic sources (such as CD-ROMS, on-line databases, internet, video and broadcast) related to efficient service delivery from other organizations.

3.7 Data collection procedures

Permission to collect data from Administration Police Officers in Kisumu County was sought from relevant authorities. All the staff members in the target population were literate and therefore questionnaires were designed and used to collect data from each

cadre. The researcher personally administered the questionnaires to the respondents (by hand) for each rank for collection of both qualitative and quantitative data. Respondents were given sufficient time of up to one week to fill the questionnaires. As indicated earlier, these contain a series of questions revolving around the research questions. They were directed to the respondents in order to collect firsthand information. Furthermore, the questionnaires afford respondents much privacy and flexibility in answering questions without undue influence. Since the questions were presented in an unambiguous and simple language, they unlikely posed any challenges with regards to interpretation. Undoubtedly, use of a questionnaire was the most suitable way of data collection for this research because a lot of data was collected and documented at a low cost and within a short time.

3.8 Pilot Testing

Pilot testing of a data collection instrument administered for research purposes is the standard in social sciences. While self-evident on one level, researchers enumerate their obvious benefits; that is, an opportunity to test hypotheses, an allowance for checking statistical and analytical procedures, a chance to reduce problems and mistakes in the study and the reduction of costs incurred by inaccurate instruments (Isaac and Michael, 1995).

3.8.1 Reliability

Joppe (2000) defined reliability as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology,

then the research instrument is considered to be reliable. Cronbach's Alpha was used to evaluate the reliability of the questionnaires as the researcher proposed that it can be viewed as the expected correlation of two tests that measure the same construct (Cronbach, 1951). By using this definition, it is implicitly assumed that the average correlation of a set of items is an accurate estimate of the average correlation of all items that pertain to a certain construct is a function of the number of items in a test and the average co variance between item-pairs, and the variance of the total score.

3.8.2 Validity

An instrument is valid if it measures what is intended to measure and accurately achieves the purpose for which it was it was designed (Patten, 2004; Wallen & Freankel, 2001). Validity in quantitative research as "construct validity", the construct is the initial concept, notion, question or hypothesis that determines which data is to be gathered and how it is to be gathered. They also assert that quantitative researchers actively cause or affect the interplay between construct and data in order to validate their investigation, usually by the application of a test or other process according to Wainer and Braun (1998). To establish the construct validity of the research instrument, the researcher sought opinion of experts on the constructs of the independent variable and how they relate with service delivery. This information/guidance was gathered from the supervisor and top management in the Service who have a broader view of the organization. This aided in the revision and modification of the research instrument prior to data collection and thus enhancing validity.

3.9 Data analysis and Presentation

Data analysis involves closely related operations which are performed with the purpose of summarizing collected data and organizing it in a manner that it answers the research question (Kothari, 2009). It involves processing of the observed data and transforming it to a form most suitable for decision making. Data analysis is a stepwise process that allows a researcher to organize important data. This enhances effective evaluation and analysis of the findings in a bid to arrive at relevant, reasonable, and valid conclusions. This was done using SPSS version 20 because of its availability at the time of analysis.

The researcher used content analysis methodology to analyze data. This involved organizing the collected data in categories as well as sorting and coding it. The procedure allows for identification and interpretation of meanings and responses. This method also enables researchers to categorize it in distinctive themes and patterns in order to boost interpretation. Besides narration, the analyzed research findings were presented in frequency tables and percentages. This was to facilitate comparison and summation of items and to provide a basis for various statistical computations.

Human resource function X (independent variables) and service delivery Y (dependent variables). The regression equation was;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where Y = Service delivery,

$\beta_0, \beta_1, \beta_2, \beta_3$ are regression to be estimated,

X_1 is strategic staff competency practice

X_2 is organizational command structure practice

X_3 is strategic corporate communication practice

3.9.1 Variable Measurement

The independent and dependent variables were measured based on two sets of likert scales at the strength between 2-5 and 2-4 where;

2 = Strongly Disagree

2 = Disagree

3 = Undecided

4 = Agree

5 = Strongly Agree

And;

2 = Strongly Disagree

2 = Disagree

3 = Agree

4 = Strongly Agree

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The chapter is in different parts, which include general and demographic information about the respondents, strategic staff competencies, organizational command structure, strategic corporate communication and service delivery. This study is a descriptive study aimed at establishing the effect of strategic management practices on service delivery of Administration Police Service officers in Kisumu County. It will then make possible recommendations on how the practices should be addressed to improve service delivery and public safety to all Kenyan citizens.

4.2 Response Rate

Open ended questions were applied to enable the researcher to get depth information from the respondents. The response rate was over 98 percent. The table below shows a sample of proportionate distribution response rate of Administration Police officers among the four cadres.

Table 4.1: Response Rate

Target respondent (n)	Expected respondents	Actual respondents	Respondent rate (R)
234	234	230	98.29%

n = Sample   R=Response Rate

Table 4.2: Respondents Distribution

Cadres of Rank	Male	Female	Total	Percent
Senior Officers	27	7	34	15
Non Commissioned Officers	31	14	45	20
Constables	111	40	151	65
Total	**169**	**61**	**230**	**100**
Percent	**73**	**27**	**100**	

The above table shows how the sample size of Administration Police officers was proportionately distributed among the three ranks;- Senior Officers, Non Commissioned Officers (NCOs) and Constables in Kisumu County, giving a total of 230 samples to be put under consideration. The response rate achieved for the sets of questionnaires was 98.29%. This was attributed to the fact that the researcher administered the questionnaires personally. The 98.29% return rate was considered adequate in providing valid and reliable presentation of the targeted population

4.3 Reliability Results

Reliability of the questionnaire was determined by its administration to the pilot group. The aim of this test was to evaluate whether the questionnaire consistently measured for the variables. A construct composite reliability coefficient (Cronbach's Alpha) was used to determine reliability. Kirk (2007) noted that high alpha is caused by high variance which means that there is a wide spread of scores as opposed to low variance which indicates the scores for the class are close together. George and Mallery (2003) provide the following rules of thumb: "_ > 0.9 – Excellent, _ > 0.8 –

Good, _ > 0.7 – Acceptable, _ > 0.6 – Questionable, _ > 0.5 – Poor, and _ < 0.5 –

Unacceptable" (p. 231).

Table 4.3: Cronbach's Alpha Analysis

Variable	Alpha	N
Strategic staff competency	.843	1
Organizational command structure	.813	1
Strategic corporate communication	.739	1
Service delivery	.821	3

Table 4.3 indicates that the overall Cronbach's alpha test for the individual variables

were between 0.739 and 0.843 which registered acceptability.

4.4 Gender

Out of the sample population, one hundred and sixty nine (169) officers accounting

for 73% were male officers while sixty one (61) AP officers accounting for 27% were

female officers. This was a clear indication that majority of the AP officers in Kisumu

County are male.

4.5 Age Bracket

The respondents were requested by the researcher to state their age bracket and the

results were presented in a table below;-

Table 4.4: Age Bracket

Age (Yrs.)	Frequency				Percent
	Senior Officers	Non Commissioned Officers	Constables	Total	
18-25	0	0	43	43	19
26-35	11	13	72	96	42
36-45	13	26	26	65	28
46 and above	11	8	7	26	11
Total	**35**	**47**	**148**	**230**	**100**

From the findings, as illustrated in the table above, the majority of Administration police officers in Kisumu County are between the ages of 26-35years accounting for 42%, followed by those in the ages between 36-45 years accounting for 28% ,those between ages 18-25 years accounting for 19% and finally those in the age bracket of above 46 years accounting for 11%. This is an indication that most officers within the County are in their youthful ages and very vibrant.

4.6 Cadres of Ranks in the Administration Police Service

The Researcher requested the respondents to indicate cadres of ranks in the Administration Police Service. The results have been presented in the table below;

Table 4.5: Cadres of Ranks in the APS

Cadres	Frequency	Percent
Gazetted Officers	9	4
Inspectorates	26	11
NCOs	47	20
Constables	148	65
Total	**230**	**100**

From the findings, majority of Administration police officers in Kisumu County are of the rank of a Constable accounting for 65%, followed by NCOs accounting for 20% ,then members of the inspectorate accounting for 11% and finally the Senior officers who account for 4%.

4.7 Years of Experience (Length in Service)

For the researcher to get to know the experience the respondents had in police work, the respondents were asked to give the numbers of years they have been serving in the Administration Police Service. The findings were as in the table below;

Table 4.6: Years of Experience

Years	Frequency	Percent
1-5	20	9
6-10	57	25
11-15	128	56
Over 15	25	10
Total	**230**	**100**

Out of the 230 respondents, 128 AP officers, accounting for 56% of the total sample respondents have been in the Administration Police Service for between 11-15 years, followed by 57 AP officers, which accounted for 25%, who have been in the service for between 6-10 years, 25 officers accounting for 11% reported to have been in service for over 15 years and finally 20 AP officers have been in the service between 1-5 years accounting for 9%. From the findings, it is evident that a majority of the AP officers working in Kisumu County have a reasonable job related experience that would enable them to know the dos and don'ts of Police work, vitally such an experience must have given them the idea of the skills they need to thrive in the work place. It must have given them the opportunity to take on some really interesting and challenging police responsibilities.

4.8 Strategic Staff Competency Practice

A competent and/or skilled work force gives any corporation a competitive advantage over its competitors and this translates into improved service delivery. To get to know

the officers competency, the researcher requested the respondents to state the following;

4.8.1 Highest Level of Education

The researcher requested the respondents to state the highest level of education and the results are shown in the table 4.7;

Table 4.7: Highest Academic Qualification of AP Officers in Kisumu County

Level of Education	Frequency	Percent
Primary	2	1
Secondary	160	69
Undergraduate	61	27
Postgraduate	7	3
Total	**230**	**100**

From the findings, the majority of Administration police officers in Kisumu County accounting for 69%, have secondary education, followed by those with a bachelor's degree (undergraduate) accounting for 27% , then post graduate accounting for 3% and a negligeable 1% with primary education . It is noticeable that all police officers within the county are literate. An educated workforce is one of the most important components of a vital, healthy organization. For sure it is a longterm indicator of the investment that a state has made in developing and attracting human capital.

4.8.2 Other Courses Attended

Training enhances employee knowledge and skills hence it improves his or her service delivery and thus increases the level of customer satisfaction. Skilled employee increases productivity.

Table 4.8: Other Courses Attended

Attended a course	Frequency	Percent
Yes	103	45
No	127	55
Total	**230**	**100**

According to the findings, out of 230 AP officers, a total of 127 officers accounting for 55% of the officers had never attended an extra training in the course of their duty, while 103 officers accounting for 45% had undergone extra trainings related to their police work.

4.9 Effects of Training on Service Delivery

Routine is invisible by its nature; whatever you repeat will become your norm. Routine can either train or de-train a police officer, thus refresher courses are worthy. In service training has often been cited as one of the most important responsibilities in any law enforcement agency as it results in greater productivity and efficiency in service delivery.

Table 4.9: Effects of Training on Service Delivery

Statement	Strongly Agree (%)	Agree (%)	Undecided (%)	Disagree (%)	Strongly Disagree (%)	Mean
Training improved service delivery	34 (33)	30 (29)	31 (30)	5 (5)	3 (3)	3.8737

From the findings above, out of the ones who have undergone extra training, 62% agreed that it helped them to improve on their service delivery with 30 (29%) agreeing and 34 (33%) strongly agreeing, 30% were undecided whether extra training improved service delivery while 8% disagreed that the extra training improved their service delivery with a mean of 3.8737.

4.9.1 Selection Criteria on Training Opportunities

Selection criteria is very critical in strategic management, where criteria applied helps in determining entry behavior, the table below show the respondents feeling on selection criteria

Table 4.10: Selection Criterion

Criteria	Frequency	Percent
Very fair	69	30
Fair	46	20
Not fair	115	50
Total	**230**	**100**

Majority of Police Officers accounting for 50% agreed that selection criteria regarding training opportunities was not fair, 30% agreeing that the selection process was very fair while 20% mentioned that it was fair. Those who reported unfairness in selection criteria regarding training opportunities indicated that corruption took center stage whereby most selection was based on tribalism, nepotism and financial kickbacks.

4.10 Organizational Command Structure Practice

Out of the 230 respondents, a significant 228 reported to be answerable to more than one superior at the work place. Only two respondents said they were answerable to one superior during the execution of their duties.

Table 4.11: Sources of Command

Command	Frequency	Percent
Immediate seniors/Superior Police Officers	178	78
County Administrators	23	10
Politicians	16	7
All of the above	11	5
Total	**228**	**100**

Of the 228 respondents who felt they were answerable to multiple superiors, 78% indicated that besides their immediate seniors, they were answerable to superior police officers. 10% said they were answerable to County administrators while 7% believed they were answerable to politicians. The remaining 5% reported that they were answerable to all the above supervisors.

From these findings, it is apparent that the Administration Police officers understand that they have multiple sources of authority that influence the professional performance and choices that they make in different ways. Ideally, reporting to one supervisor enhances information flow and sharing. In addition, it impacts on decision making at different levels. Essentially, Administration Police officers are answerable to one supervisor, who is also the next in rank. However, as indicated in the literature review, certain scenarios require information to flow across the ranks as opposed to bottom-up through ranks. Presumably, this explains why 99% of the officers believe that they are answerable to multiple sources of authority.

Based on the responses of the participants in the table 4.12, it is certain that multiple commands have direct effects on the quality and efficiency of service delivery. 150 respondents, representing 65% of the participants affirmed that indeed, multiple commands affect their service delivery. Of these, 56 strongly agreed and 94 agreed that multiple commands affect service delivery. The remaining 80 respondents, representing 35% of the sample felt that a multiple command structure does not have any impact on their service delivery. Of these, 57 respondents disagreed and 23 strongly disagreed that service delivery is not affected by multiple commands.

Table 4.12: Effects of Multiple Commands on Service Delivery

Statement	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	Mean
Service delivery is very much affected	56 (24)	94 (41)	57 (25)	23 (10)	2.8957

The above findings support the view that a clear chain of command within any organization improves service delivery. A proper chain of command is characterized by distinct delineations of authority. This ensures that all individuals within the organization understand their positions and perform their roles as expected. They act as benchmarks and guide performance. This is consistent with the findings of the literature review that echo the fact that a proper chain of command ensures all employees within the organization understand their duties and perform them as expected. A clear command allows for easy administration of personnel too. Such administration is devoid of confusion that has direct negative effects on staff performance. Conversely, multiple commands culminate in blame games, indecisiveness, and organizational conflicts.

4.11 Strategic Corporate Communication Practice

Of the 230 respondents, 42% indicated that the service has appropriate work equipment while the remaining 58% said the equipment they use is inappropriate.

Table 4.13: Appropriateness of Service Equipment

Statement	Frequency	Percent
Service equipment appropriate	97	42
Service equipment inappropriate	133	58
Total	**230**	**100**

Not so many of the respondents gave a precise explanation of how inadequate equipment affects service delivery. However, they contended that inappropriate

equipment has negative effects on service delivery. In addition to compromising rapid response to emergencies, they cited that unsuitable equipment prevents officers from securing and handling scenes of crimes and undertaking forensic investigation. Findings of this research also showed that Administration Police Officers have limited communication equipment relative to the number of officers. Further, these are in some instances defective and susceptible to tapping by criminal gangs. Some respondents cited that in most instances, they resort to their mobile phones to communicate critical information regarding security issues.

Table 4.14: Effectiveness of Service Equipment in service delivery

Statement	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)	Mean
Very effective in service delivery	64 (28)	72 (31)	64 (28)	30 (13)	2.8696

With respect to effectiveness of the service equipment at their disposal, 59% of the respondents reported that the equipment was very effective in service delivery with 72 (31%) agreeing and 64 (28%) strongly agreeing. 41% of the respondents disagreed that the equipment was not effective in service delivery with 64 (28%) disagreeing and 30 (13%) strongly disagreeing with a mean of 2.8696.

At this point, the fact that communication equipment is vital for effective performance of Police officers cannot be overstated. The gadgets allow officers to communicate

relevant information in a timely and efficient manner. They enhance information flow and contribute positively to job satisfaction. Lack of effective communication equipment contributes to poor performance of Administration Police Officers in Kisumu County. By increasing the susceptibility of security information to interception by criminals, defective gadgets have adverse effects on response and general performance of the officers. Use of mobile telephony in communicating classified security information has cost implications too, besides increasing the vulnerability of such information landing to wrong sources; it makes officers to incur additional budgetary expenses.

4.12 Inferential Results

This comprises of both correlation analysis and regression analysis. Correlation analysis was used to determine the relationship between different strategic management practices and service delivery. Both linear and multiple regressions were employed in the analysis of the study with simple linear regression used to change coefficient of determination for each study variable and multiple regressions used to produce regression coefficients for study models.

4.12.1 Correlation Results

This was done using SPSS. The Pearson correlation assisted in establishing the relationship between the effect of strategic staff competency, organization command structure, strategic corporate communication and their effect in service delivery. The results are shown in the table below

Table 4.15: Correlations Matrix

		SSC	OCS	SCC	SD
SSC – Strategic staff competency	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	103			
OCS – Organizational command structure	Pearson Correlation	.188**	1		
	Sig. (2-tailed)	.004			
	N	103	230		
SCC – Strategic corporate communication	Pearson Correlation	-.034	-.029	1	
	Sig. (2-tailed)	.612	.664		
	N	103	230	230	
SD – Service delivery	Pearson Correlation	.642*	.491*	.361*	1
	Sig. (2-tailed)	.020	.040	.013	
	N	103	230	230	230

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

*. Correlation is significant at the 0.05 level (2-tailed).

All independent variables were positively significant related to the dependent variable that is service delivery. The relationship between strategic corporate communication and service delivery was significantly weak as shown by r=0.361, p=0.013 at 95.0% confidence level. This implies that strategic corporate communication plays a minor role in effecting service delivery. Appropriate equipment should be availed to Police Officers in Kisumu County if their service delivery is to be improved.

The relationship between strategic staff competency and service delivery was relatively strong as shown by r=0.642, p=0.020 at 95.0% confidence level. This show that on-the-job training has positive impact on service delivery of Police Officers

therefore it is prudent that frequent and appropriate training be accorded to personnel if they are to deliver services effectively.

Lastly, the relationship between organizational command structure and service delivery was significantly moderate although positive as shown by r=0.491, p=0.40 at 95% confidence level. This proves multiple commands in the Administration Police Service command structure at Kisumu County moderately impacts service delivery positively.

4.12.2 Regression Results for Independent Variables and Service Delivery

Linear regression analysis was done for each of the independent variable (Strategic staff competency, Organizational command structure and Strategic corporate communication) and service delivery at Administration Police Service in Kisumu County.

4.12.2 (a) Regression Results for Strategic Staff Competency

Table 4.16: Model Summary for Strategic Staff Competency

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642[a]	.412	.398	.36398

a. Predictors: (Constant), SSC – Strategic staff competency

This is a presentation of the regression model goodness of fit statistics to determine whether service delivery has linear dependence on strategic staff competency such as on-the-job training. Since this is not a multivariate linear regression, the results show

a coefficient of determination (r^2) of 0.412 meaning strategic staff competency can explain 41.2% of the variance in service delivery at Administration Police at Kisumu County leaving 58.8% to be explained by other factors. The adjusted r squared cannot be used since it is a simple linear regression.

Table 4.17: ANOVA for Strategic Staff Competency

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.205	1	3.205	5.492	.020[b]
	Residual	133.077	101	.584		
	Total	136.283	102			

a. Dependent Variable: Service delivery

b. Predictors: (Constant), SSC– Strategic staff competency

ANOVA measures the overall significance of the regression model. ANOVA findings as explained by the P-Value of 0.020 which was less than 0.05 (significance level of 5%) therefore the model is overall statistically significant as there exist a correlation between strategic staff competency and service delivery at Administration Police Service in Kisumu County. The F-test gave a value of 5.492, p<0.1 which was enough to support the goodness of fit of the model in explaining the variation in the service delivery. It also established strategic staff competency was useful predictor service delivery at Administration Police Service in Kisumu County.

4.12.2 (b) Regression Results for Organizational Command Structure

Table 4.18: Model Summary for Organizational Command Structure

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.491[a]	.241	.238	.36931

a. Predictors: (Constant), OCS – Organizational command structure

This is a presentation of the regression model goodness of fit statistics to determine whether service delivery has linear dependence on organizational command structure such as multiple commands. This being a simple linear regression, the results show a coefficient of determination (r^2) of 0.241 meaning organizational command structure can explain 24.1% of the variance in service delivery at Administration Police at Kisumu County leaving 75.9% to be explained by other factors. The adjusted r squared attempts to produce a more honest value to estimate r square for the population with all variables incorporated.

Table 4.19: ANOVA for Organizational Command Structure

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.343	1	1.343	2.270	.040[b]
	Residual	134.939	228	.592		
	Total	136.283	229			

a. Dependent Variable: Service delivery

b. Predictors: (Constant), OCS – organizational command structure

ANOVA findings as explained by the P-Value of 0.040 which was less than 0.05 (significance level of 5%) therefore the model is overall statistically significant as

there exist a correlation between organizational command structure and service delivery at Administration Police Service in Kisumu County. The F-test gave a value of 2.270, p<0.1 which was enough to support the goodness of fit of the model in explaining the variation in the service delivery. It also established organizational command structure was a moderately useful predictor of service delivery at Administration Police Service in Kisumu County.

4.12.2 (c) Regression Results for Strategic Corporate Communication

Table 4.20: Model Summary for Strategic Corporate Communication

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.361[a]	.130	.126	.36796

a. Predictors: (Constant), SCC - strategic corporate communication

This is a presentation of the regression model goodness of fit statistics to determine whether service delivery has linear dependence on strategic corporate communication such as availability of appropriate equipment i.e. communication gadgets. The results show a coefficient of determination (r^2) of 0.13 meaning strategic corporate communication can explain 13% of the variance in service delivery at Administration Police at Kisumu County leaving 87% to be explained by other factors this being a simple linear regression. The adjusted r squared attempts to produce a more honest value to estimate r square for the population

Table 4.21: ANOVA for Strategic Corporate Communication

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.818	1	1.818	3.083	.013[b]
	Residual	134.464	228	.590		
	Total	136.283	229			

a. Dependent Variable: Service delivery

b. Predictors: (Constant), SCC - Strategic corporate communication

ANOVA findings as explained by the P-Value of 0.013 which was less than 0.05 (significance level of 5%) therefore the model is overall statistically significant as there exist a correlation between strategic corporate communication and service delivery at Administration Police Service in Kisumu County. The F-test gave a value of 3.083, p<0.1 which was enough to support the goodness of fit of the model in explaining the variation in the service delivery. It also established strategic corporate communication was useful predictor service delivery at Administration Police Service in Kisumu County.

4.12.3 Multiple Regression results for Strategic Management Practices on Service Delivery

Table 4.22: Model Summary Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726[a]	.527	.522	.35941

a. Predictors: (Constant), Strategic staff competency, Organizational command structure, Strategic corporate communication

The R value represents the correlation coefficient between independent variables (strategic management practices) and dependent variable (service delivery). The value was 0.726 which indicates a significant positive relationship between strategic management practices and service delivery. The R Square sof 0.527 show that 52.7% of the observation are explained by the regression while 47.3% unexplained by the regression line. R Square of 52.7% show a good fit. The adjusted r square attempts to produce a more honest value to estimate r square for the population.

Table 4.23: ANOVA Table (Statistical Significance)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.949	3	1.983	3.439	.018[b]
	Residual	130.333	226	.577		
	Total	136.283	229			

a. Dependent Variable: Service delivery

b. Predictors: (Constant), Strategic staff competency, Organizational command structure, Strategic corporate communication

The F ratio in the ANOVA table test whether the overall regression model was good fit for the data tested. The F test gave a value of 3.439 $p<0.1$ which was significant enough to support the goodness fit of the model in explaining the variation in the dependent variable. It proves strategic management practices i.e. strategic staff competency, organizational command structure and strategic corporate communication were useful predictors of service delivery at Administration Police Service in Kisumu County. Therefore the regression model was good fit of the data.

Table 4.24: Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.279	.247		13.721	.000
	SSC	.471	.040	.439	2.162	.032
	OCS	.306	.067	.291	1.146	.053
	SCC	.115	.061	.123	1.882	.061

A regression of the three predictors variables on service delivery established the multiple linear regression models as indicated at the table 4.24. The estimated regression model is therefore;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 0.656 + 0.471 X_1 + 0.306 X_2 + 0.115 X_3$$

The intercept value for service delivery was 0.656, this implies that if the roles of strategic staff competency (SSC), organizational command structure (OCS) and strategic corporate communication (SCC) were fixed to zero then the service delivery would be statistically insignificant at 0.656 with $p < 0.5$.

For the regression equation above 0.471 was the partial regression coefficient of strategic staff competency. This shows that with the roles of the other explanatory variable held constant (OCS and SCC) an increase of one percent strategic staff competency will make service delivery to increase by 0.471 and in the same direction at statistically significant with $p < 0.5$

0.306 was the partial regression coefficient of organizational command structure. This shows that with the roles of the other explanatory variable held constant (SSC and SCC) an increase of one percent organizational command structure will make service delivery to increase by 0.306 and in the same direction at statistically significant with $p < 0.5$

Finally, 0.115 was the partial regression coefficient of strategic corporate communication. This shows that with the roles of the other explanatory variable held constant (OCS and SCC) an increase of one percent strategic corporate communication will make service delivery to increase by 0.115 and in the same direction at statistically significant with $p < 0.5$

4.13 Discussion of Key Results

The first objective was to determine the effect of strategic staff competency practice on service delivery of Administration Police Service in Kisumu County, Kenya. Moraa and Bichanga (2016) in their study sought to establish the effects human resource management strategy on service delivery in the health care provision. The findings reaffirmed that human resource management strategy is essential for provision of good service delivery. In addition to this, the careful elimination of draconian strategies of human resource management and in place adopts human resource strategies that involve all employees in decision making process could help for efficient service delivery. In this study, personnel skills enhancement was the point of focus and how it affects service delivery. From the findings of this study, it was established that Administration Police officers in Kisumu County are deficient in

relevant skills and competencies. In addition to basic recruit training, the Administration Police as a Service should organize on job training sessions in order to enhance the competencies of their staffs. Holden (1994) suggests that during training, emphasis should be placed on improving their analytical skills, communication skills, self-confidence, self-control, relationship building, and physical fitness. These skills are essential for effective execution of policing duties. Key competencies that training should focus on entail assertiveness, information seeking tendencies, work organization, initiative, cooperation, organizational awareness, concern for safety, amongst others. The preceding skills and competencies can enable them to be proactive rather than reactive and exercise professionalism at all times.

The second objective was to establish the effect of organizational command structure practice on service delivery of Administration Police Service in Kisumu County, Kenya. Descriptive statistics was applied and notably, a significant percentage of police officers are answerable to multiple sources of authority. From the findings of the study, such a command structure causes confusion with respect to information flow and effective leadership. The Administration Police command structure is organized hierarchically with the top leaders having the highest ranks. Basically, information flow is bottom up, from constables, through to the highest rank. Feedback of the same also moves through the ranks. This is instrumental in enhancing discipline and ensuring effective information flow. Although relatively bureaucratic, David (1997) indicates that this command structure allows for effective supervision and management of personnel. In this respect, it is important for officers to be informed about the importance of the command structure and ensure that they adhere to it.

Ideally, officers of the lower cadre are answerable to a single source of authority. As this study found out, multiple sources of authority compromise the performance of officers, causes confusion, and undermines accountability. This state of affairs has negative effects on the quality of service of the Administration Police officers.

As an institution, the police should be allowed to operate autonomously. Policing matters require split second or quick decision making. Specifically, this occurs when they are on their beats and patrols, when making arrests, when approaching incidences of disorder, helping persons in distress, or abandoning or following tasks allocated by their superiors. Independence allows officers to make credible decisions regarding their duties and responsibilities. On a macro scale, the institution should work independently of other agencies such as the legislature and executive. In his consultative review, Ransely (2009) points out that interference from high profile individuals prevents police officers from fighting sensitive crimes such as money laundering, drug trafficking and reportedly, officers who insist on following up such cases risk serious consequences including losing their jobs (Ransely, 2009). Such level of interference on decision making has negative effects on police performance. There is need for officers to have a single source of authority.

The third and last objective was to assess the effect of strategic corporate communication practice on service delivery of Administration Police Service in Kisumu County, Kenya. From the finding, however, it was established that Administration Police officers in Kisumu County lack sufficient and effective communication equipment to undertake their duties effectively. Their management

systems are out dated and in some instances obsolete. Lack of relevant and sufficient resources undermines the ability of Police Officers to execute their mandate. Conversely, research evidence asserts that provision of these resources enhances the quality of performance of Police Officers (Ransely, 2009). Improved communication systems would also prevent criminal gangs from accessing sensitive information regarding national security. Indirectly, this boosts the performance of police officers because they are able to plan and execute their duties with utmost ease. Effective and adequate communication gadgets would have a positive impact on information flow too. Ultimately, this would address instances of confusion that have adverse effects on police's delivery of service. Further, it would encourage and necessitate sharing of critical information as well as timely response to distress calls and other forms of emergencies.

Relative to this, the government should consider providing officers with new technology and equipment. This will make the institution more efficient and effective in meeting its objectives and priorities. New technology is applicable to various policing activities. In particular, issues pertaining to forensic techniques, command and control, surveillance, and border control require sophisticated tools. Lack of certain technological infrastructure handicaps police officers and makes them to resort to traditional and in some instances unlawful methods of detecting crime. Currently, most of their investigative methodologies rely on interviewing. The outcome of such 'traditional' approaches is usually dismal. After providing officers with new technologies, the government should focus on training them in order to ensure effective performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter contains summary of the findings, conclusions, recommendations, as well as suggestions for further research on the strategic management practices affecting efficient service delivery of the Administration Police Service in Kisumu County.

5.2 Summary

This survey was carried out objectively to establish the influence of strategic management practices on service delivery of the Administration Police in Kisumu County. The practices analyzed were staff competency, organizational command structure, strategic corporate communication and their influence on service delivery. The raw data collected was analyzed. The literature review was arranged thematically and included the influence of strategic management practices on service delivery of Administration police officers, conceptual framework empirical literature review and a summary of review.

The target population for the study was 600 Administration Police officers working in Kisumu County; they included both senior and junior officers; senior officers from the rank of inspectors and above, non-commissioned officer from the rank of corporal to senior sergeant and the junior officers (constables). Krejcie and Morgan (1970) technique was used to arrive at sample population which was 234 police officers.

Questionnaires were carefully designed instruments consisting of questions and statements. They consisted of both open and close ended questions since they were accompanied by possible answers that respondent could choose from . They were meant to make them easy to analyze because their information content was short. Open ended questions were appropriate to the study because the researcher was interested in depth information from the respondent since they provide room for respondents to air out their view. Demographic information of the respondents included, gender, rank of the officers and experience in terms of years.

Cronbach's Alpha analysis was utilized to test the reliability of this study's research instrument. The analyzed research findings were presented in frequency tables, percentages, pie charts and bar charts. The goal of the research was to satisfy the research questions which formed the basis of this research. The 98.29% return rate was considered excellent in providing valid and reliable presentation of the targeted population.

5.2.1 Strategic Management Practices

The impact of strategic management practices was conceptualized using three statements. Results obtained from correlation analysis revealed that, there exist a moderate positive relationship between strategic management practices and service delivery at Administration Police Service in Kisumu County.

5.2.2 Strategic Staff Competency Practice

The study determined the impact of training on service delivery at Administration Police Service in Kisumu County. The researcher asked the respondents to rate the statement provided based on a likert scale ranging from 5 – Strongly agree to 2 – Strongly disagree. Correlation analysis showed that there was a positive and strong relationship between strategic staff competency and service delivery. This implies that training play a vital role on service delivery.

5.2.3 Organization Command Structure Practice

The study determined the effect of multiple commands on service delivery at Administration Police Service in Kisumu County. The researcher asked the respondents to rate the statement provided based on a likert scale ranging from 4 – Strongly agree to 2 – Strongly disagree. Correlation analysis showed that there was a positive and moderate relationship between Organization command structure and service delivery. This implies that multiple commands play a moderately significant role on service delivery

5.2.4 Strategic Corporate Communication Practice

The study determined the effectiveness of Service equipment on service delivery at Administration Police Service in Kisumu County. The researcher asked the respondents to rate the statement provided based on a likert scale ranging from 4 – Strongly agree to 2 – Strongly disagree. Correlation analysis showed that there was a positive though weak relationship between strategic corporate communicationand

service delivery. This implies that the effectiveness of Service equipment plays a slightly significant role on service delivery.

5.3 Conclusions

The general objective of this study was to establish the influence of strategic management practices on service delivery at Administration Police Service in Kisumu County. The independent variables included strategic staff competency, organization command structure and strategic corporate communication. The findings revealed that strategic management practices had a significant positive impact on service delivery at Administration Police Service in Kisumu County. The following conclusions were deduced based on the objectives.

5.3.1 Strategic Staff Competency Practice

Based on research findings, training had a significantly huge role in service delivery at Administration Police Service in Kisumu County. On selection criteria for training, half of the respondents pointed out that it was not fair. However, slightly below average of the respondents pointed out that they had attended some other form of training apart from the basic course.

5.3.2 Organization Command Structure Practice

According to the research findings, the multiple commands played a moderately positive role in influencing service delivery at Administration Police Service in Kisumu County. Majority of the respondent affirmed that they were answerable to more than one superior.

5.3.3 Strategic Command Structure Practice

Based on the findings of the research, the effectiveness of Service equipment played the least role in positively influencing service delivery at Administration Police Service in Kisumu County. Slightly over half of the respondents indicated the Service equipment were inappropriate.

5.4 Recommendations

Based on the research findings, influence of strategic management practices on service delivery played a moderate role except for strategic staff competency. The following recommendations were made based on the objectives concluded.

5.4.1 Managerial Recommendations

More than half of the respondents declared that they had not attended any other course apart from the basic course and half of the respondents pointed out that the selection criteria was not fair. The study recommends that the police training curriculum needs to be revised in order to build capacities of all officers, in-service training should be a routine to all officers in order to develop officers' skills and on selection criteria, it should be based on research regarding the specific areas needs across all cadres in Service.

5.4.2 Policy Recommendations

Slightly above half of the respondents agreed that multiple commands affected service delivery with overwhelming percentage of respondent admitting to be answerable to more than one superior. Administration Police Commanders at all levels should be

encouraged to interact regularly with junior police officers. This can be attained through team ups, lectures, open forums, and so forth. Besides the aforementioned formal communications, informal avenues enhance information flow and sharing. The information gathered from such groups informs decision making in different ways. Through such interactions, commanding officers establish and sustain viable relationships that are fundamental for effective organizational functioning. In addition, they have an opportunity to share critical information regarding the organization and performance in a relaxed atmosphere.

5.4.3 Logistical Recommendation

More than half of the respondents attested that Service equipment was inappropriate though a slight above average of the respondents agreed that Service equipment affected service delivery positively. The government should focus on providing the Administration Police Service with relevant and sufficient resources as well as new technology and equipment, to enhance quality of service delivery, as they are essential for effective functioning.

5.5 Areas for Further Research

A similar study could be done in other service oriented institutions so as to compare findings. However, based on the preceding conclusion on the findings of this study, the researcher suggests the following areas for further research; work environment survey in Administration Police Service and work related stress and how it influences Administration Police Officers' job performance.

REFERENCES

Abdelatiff, M. (2003). *A handbook of personnel management practice.* London: Kogan Page.

Ackoff, R L. (1970). *A Concept of Corporate Planning.* Wiley, New York.

Akinola, G. D. & Olumide, H. (2011). Evaluation of leadership and Employee Commitment to work in Nigerian Bottling Company. *Studies in Sociology of Science*, 2 (4), 47-89.

Ansoff, H. I. (1998). *Implanting Strategic Management.* Prentice Hall.

Analoui, F., & Karami, A. (2003). *Strategic Management in Small and Medium Enterprises.*London: Thomson Learning.

Alam, I. & Ian, L (2003). *Service Innovation Strategy and Process: A Cross-National Comparative Analysis.* International Marketing Review, 23 (3), 234-254.

Andrews, K. (1980). *The concept of strategy (2ⁿᵈed).* Irwin: Homewood.

Armstrong, J. S., & Terry S. O. (1977). *Estimating Non-Response Bias in Mail Surveys," Journal of Marketing Research.* 14 (3), 396-402.

Armstrong, M. (2000). *Strategic human resource management: A guide to action.* 3th edition. Thomson-Shore, Inc.

Avlonitis, G. J., Paulina G. P., & Spiros P. G. (2001). "*An Empirically-Based Typology of Product Innovativeness for New Financial Services*: *Success and Failure Scenarios,*" Journal of Product Innovation Management, 18 (5), 324-342.

Avolio, B. J. (1999). *Full Leadership Development: Building the Vital Forces in Organizations.*Thousand Oaks, CA: Sage

Avolio, B. J., Walumbwa, F.O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual Review of Psychology*, 60, (1), 421-449.

Barile, S., Polese, F. 2010. Linking the viable system and many-to-many network approaches to service-dominant logic and service science. *Journal of Quality and Service Science.* 2(1), in print.

Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management.* Vol. 17,No. 1, pp. 99-120.

Barney, J. B. & Wright, H. S. (1998). *Strategic Management and Competitive Advantage Concepts and Cases*: Saddle River: Pearson/Prentice-Hall.

Barney, J. (2002). *Gaining and Sustaining Competitive Advantage (2nd edn).* Upper Saddle River, NJ: Pearson Education

Capra, F. 1997. *The web of life*. New York: Doubleday-Anchor Book

Certo, S. C. and Peter, J. P. (1991). *Strategic Management Concepts. Application*. USA: McGraw – Hill, Inc.

Cohen, A. (1993). *Organizational commitment and turnover*: A meta-analysis. Academy of Management Journal,

Cole, G. (1993).*Personnel Management Theory and Practice*. New York: DP publications ltd.

Cooke, W. (1994). Employee participation programs, group based incentives & company performance. *Industrial and Labour Relations Review*, 47 (1), 603.

Creswell, J. W. (2003). *Research Design: Qualitative, quantitative, and mixed method approaches* (2nd Ed.) Thousand Oaks, California: Sage Publication.

Communication in an organization. (n.d.). In *Wikipedia.* Retreived May 21st, 2017 from; http://en.wikipedia.org/communication_in_an_organization/

Cooper, D.R. & Schindler, P. S. (2006). *Business Research Methods.* Mc Graw – Hill, New Delhi, 9th edition

Cooper, D. & Schindler, P. (2007). *Business research methods*. London: McGraw Hill International.

Coulter, M. (2008). *Strategic Management in Action* .New Jersey: Pearson Prentice Hall.

Covin J.G. (1991). Entrepreneurial Versus Conservative Firms: A Comparison of Strategies and Performance, *Journal of Management Studies* 28 (5), pp. 439–462.

Covin, J.G. & Miles, M. P. (2007). Corporate entrepreneurship and the pursuit of competitive Advantage. *Entrepreneurship theory and practice.* 23(3), 47-63.

David, F. R. (1997). *Concepts of Strategic Management*, Sixth Edition, New Jersey, USA: Prentice Hall.

Dowling, G. (2001). *Creating Corporate Reputations.* New York: Oxford University Press.

Galbreath, J. (2005). Which resources matter the most to firm success? *An exploratory study of resource based theory*. Technovation 25(9):

Galbreath, J. (2010). Drivers of Corporate Social Responsibility: the role of formal strategic planning and firm culture. *British Journal of Management*. 21(10), 511-525.

George, D., & Mallery, P. (2003). *SPSS for Windows step by step: A simple guide and reference*. 11.0 update (4th ed.). Boston: Allyn & Bacon.

Government of the Republic of Kenya (2007). *Kenya Vision 2030*. Nairobi: Government Printers.

Grant, R.M., Shani, R., Krishnan, R. 1994. TQM's Challenge to Management Theory and Practice. *Sloan Management Review*. Winter, 25-35.

Grinyer, P. & Yassani, M. (1986).Towards a contingency theory of corporate Planning, findings of 48 U.K companies. *Strategic Management Journal*, 7(1), 3-28.

Han-Martin, S. (2007). The History of Kenya Police with a focus on Mombasa. N.M.K

Harold, K. & Heinz, W. (2010). *Essentials of Management: An International Perspective.* India: New Delhi.

Holden, R. (1994). *Modern police management*, 2nded.Englewood Cliffs, N.J.: Prentice-Hall.

Irungu, I. (2011). Adoption of formal strategic management practices among the small and medium enterprises within Mombasa County in Kenya. *Unpublished MBA Thesis,* University of Nairobi.

James J., Jack R., William F., Walsh, O., Wilson, W. & Roy, C. (1997). *Police administration.* USA: McGraw

Johnson, G. & Scholes K. (2002). *Exploring corporate strategy* (6th ed). Harlow: Prentice Hall.

Kangoro, C. (1998). The strategic management practices in the public sector. *Unpublished MBA Thesis,* University of Nairobi.

Kathuri, J. &Pals, A. (1993). *Introduction to educational research*. Education Media Centre. Njoro:Egerton University.

Kothari, C. (2004). *Research methodology: methods and techniques*. New Delhi. Wiley Easter.

Kotterman, J. (2006). Leadership versus management: what's the difference? *Journal for Quality & Participation,* 29, 13-17.

Liedtka, J. (1998). Strategic Thinking: Can it be Taught. *Long range Planning*, 31 (1), 120-129.

Loasby, B., J. (2002). *Options and evolution*. paper presented at the Druid Summer Conference, available at: www.druid.dk

McKinney, H. M. (2008). *The meaning, value and experience of strategic leadership for Law enforcement executives in today's world.* Unpublished doctoral dissertation. Falls church, Virginia Polytechnic institute and state university.

Mele, C. and Polese, F. (2010). *A Brief Review of Systems Theories and Their Managerial Applications.* Service Science 2(1/2), pp. 126 - 135, © 2010 SSG

Mele, C., Polese, F. (2010). Key dimensions of Service Systems: Interaction in social & technological networks to foster value co-creation, in Demirkan, H., Spohrer, J., Krishna, V. (eds.). *The Science of Service Systems*. Springer, in print.

Miles, R.E. & Snow, C.C. (1978). *Organization strategy, structure and process,* 1st edn, McGraw-Hill, New York.

Mintzberg, H. (1994). *The rise and fall of strategic planning* . Prentice Hall, Englewood Cliffs, NJ, USA, 458 pp.

Mintzberg, H. (1994). The fall and rise of strategic planning. *Harvard Business Review*, Jan/Feb:107-114.

Mintzberg, H. & Campel, J. (1999). *Reflecting on the Strategy Process*. Sloan Management Review

Montari, J.R., & Bracker, J.S (1986). The strategic management process at the public unit level. *Strategic Management Journal*, 7:3,251-265.
Muema, P. N., (2013). *Strategic Management Practices and Challenges at Safaricom Limited, Kenya*. Unpublished MBA Thesis, University of Nairobi.

Mugenda, A. G. & Mugenda, O.M. (2003). Research methods: Quantitative and Qualitative Approaches. Nairobi. *African Centre for Technology Studies Press.*

Mugenda, A. G. & Mugenda, O. M. (1999*). Research methods: quantitative and qualitative approaches*. Nairobi: Acts Press.

McNamara, C. (2011). *How to reward employee performance. Guiding principles of effective reward systems.* New York: McGraw Hill

Namusonge, G.S. (1999*). Determinants of Growth-Oriented Small and Medium Enterprises in Nairobi*. Kenya. Unpublished Ph.D. Thesis, JKUAT.

Namusonge, G.S., Kabare K. & Mutua, S. (2012). Role of Human Resource Management Practices on performance of financial cooperatives based in Nairobi County. Kenya. *International Journal of Humanities and Social Science*.

National Police Service. (2013). Strategic Plan 2013-2018. Nairobi, Kenya: Author

Odhiambo, M. & Waiganjo, E. (2014). Role of Human Capital Management Strategies on Employee Mobility in Kenyas Public Universities. A case Study of Jomo Kenyatta University of Agriculutre and Technology(JKUAT). *International Journal of Business and Social Science,* 5(6), 185-189.

Ojo, O., Taylor, E., & Renner, M. (2003). *Fundamentals of research methods*. Ibadan: Nelson Clemmy Press: University of Wisconsin.
.
Ransley, P. (2009). *Report of the National task force on police reforms*. Nairobi: Government Printers.

Republic of Kenya. (2010). *Administration Police strategic plan 2004-2009*. Nairobi: Government Printers.

Republic of Kenya.(2003). *Administration police basic laws and practical theory 2003*. Nairobi: Government Printers.

Republic of Kenya (2011). *Police reforms implementation committee report*. Nairobi: Government Printers.

Republic of Kenya (2010). *The Kenya constitution*. Nairobi: Government Printers

Republic of Kenya (2011). *The National Police Service Act, 2011.* Nairobi: Government Printers.

Riungu, C. (2008), A case study of strategic management practices and performance at the Co-operative Bank of Kenya. *Unpublished MBA Thesis,* University of Nairobi.

Schafer, J. A. (2009). Enhancing effective leadership in policing*: An International Journal of Police Strategies and Management*, 32, 238-260.

Schroeder, R. G., Kimberly, A. B., and Mikko, A. J. (2002). *A Resource-based view of manufacturing strategy and the relationship to manufacturing performance.* Strategic Management Journal, Vol. 23, No. 2.

Senge, P.M. (1990). The fifth discipline. *The art & practice of the learning organization.* Random House, London. pp. 424.

Senge, P.M. (1990). *The Fifth Discipline, The Art and Practice of the Learning Organization*. NewYork: Doubleyday Currency.

Senge, P. M., Sterman, J. (1990). System Thinking and Organizational Learning: acting locally and thinking globally in the organization. *Working Paper* n.03.009. Cambridge: MIT.

Senge, P. M. (1990). The leader's new work: Building learning organisations. *Sloan Management Review*, Fall:7-22.

Shiba, S., Graham A., Walden D. (1993). *A New Americal TQM*. Portland: Productivity Press

Thompson, A., & Strickland, A.J. (1993). *Strategic management concepts and cases* 7th edition. New York: Richard D. Irwin.

Thompson, A.A. & Strickland, A.J. (2003). *Strategic Management Concepts and Cases.* (12th ed.). New York. McGraw-Hill.

Thompson, A.A., Strickland, A.J., Gamble, J.E. & Jain, A.K. (2006). *Crafting and Executing Strategy. The quest for competitive Advantage* (12th ed.). New Delhi. Tata McGrawHill Publishing Co. Ltd.

Van Riel, C., B., M. (1992). Corporate communication in European financial institutions. *Public Relations Review*, vol. 18, 161-175

Webster's New Collegiate Dictionary (1985). Merriam, Springfield, Massachusetts.

Wernerfelt, B (1984). A resource based view of the firm. Strategic Management Journal, Vol. 5, Issue: 2, pp.171-180.

Winner, P. (1993). *Effective Public Relations Management*. Kogan Page, London

Yukl, G. (2005). *Leadership in organizations* 5th Edition, New Jersey: Prentice Hall.

APPENDICES

APPENDIX I: QUESTIONNAIRE

INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON SERVICE DELIVERY OF ADMINISTRATION POLICE SERVICE IN KISUMU COUNTY, KENYA.

INSTRUCTIONS

This questionnaire seeks to establish the influence of strategic management practices on service delivery of the Administration Police Service in Kisumu County, Kenya.

The information that will be obtained using this questionnaire will be treated with utmost confidentiality it deserves.

The findings will majorly be used for academic purposes only unless otherwise.

Kindly answer all the questions by ticking or filling in the spaces provided.

NB: Please do not write your name on the questionnaire.

Tick / fill the appropriate answer in the blank boxes/ spaces respectively.

SECTION A
DEMOGRAPHIC INFORMATION

1. Gender: Male ☐   Female ☐

2. Respondents age bracket: 18-25 Yrs ☐ 26-35Yrs ☐ 36-45Yrs ☐
   46 Yrs and above ☐

3. Which cadre of ranks do you belong?
   Constable ☐   NCO ☐   Inspectorate ☐ Gazetted Officer ☐

4. How long have you been in the service?
   1 - 5 years ☐   6 – 10 years ☐   10 - 15 years ☐ over 15 years ☐

SECTION B

STRATEGIC STAFF COMPETENCY PRACTICE

5. What is your highest level of education?

    a) Primary Level   ☐

    b) Secondary level   ☐

    c) Undergraduate   ☐

    d) Postgraduate   ☐

6. a) Besides your basic police training course, have you ever attended another course relevant to your line of duty? Yes ☐ No ☐

    b) State at least two of the courses attended.

    ……………………………………………………………………………………

    ……………………………………………………………………………………

    ……………………………………………………………………………………

    ……………………………………………………………………………………

7. If your answer in Q6 (a) above is yes, how would you rate the effects of that particular training(s) on your service delivery? On a scale of 2-5, with 2 representing both strongly disagree and Disagree; 3 = Undecided; 4 = Agree and 5= Strongly agree. (Please tick one in each case)

Statement	Strongly Agree 5	Agree 4	Undecided 3	Disagree 2	Strongly disagree 2
Training improved service delivery	( )	( )	( )	( )	( )

8. How was the selection criterion regarding training opportunities?

Statement	Very fair	Fair	Not fair
Selection Criteria			

Reasons:

....

....

....

....

....

....

SECTION C

ORGANIZATIONAL COMMAND STRUCTURE PRACTICE

9. According to your service command structure, how many supervisors are you answerable to?   One ☐   more than one   ☐

10. a) If your answer in Q.9 is more than one, what are the sources of multiple commands?

☐ Immediate seniors/Superior Police officers

☐ County Administrators

☐ Politicians

☐ All of the above

b) How do the multiple commands affect your service delivery? On a scale of 2-4, with 2 representing both Strongly Disagree and Disagree; 3 = Agree; and 4 = Strongly Agree. (Please tick one in each case)

Statement	Strongly Agree 4	Agree 3	Disagree 2	Strongly disagree 2
Service delivery is very much affected	( )	( )	( )	( )

SECTION D
STRATEGIC CORPORATE COMMUNICATION PRACTICE

11. a) Are the service equipment available for your work appropriate?

Yes [ ]   No [ ]

b) If your answer above is NO, how does inadequate equipment affect your service delivery?

……………………………………………………………………………………

……………………………………………………………………………………

……………………………………………………………………………………

……………………………………………………………………………………

……………………………………………………………………………………

c) How would you rate the effectiveness of the service equipment at your disposal? On a scale of 2-4, with 2 representing both Strongly Disagree and Disagree; 3 = Agree; and 4 = Strongly Agree. (Please tick one in each case)

Statement	Strongly Agree 4	Agree 3	Disagree 2	Strongly disagree 2
Very effective in service delivery.	( )	( )	( )	( )