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## ASSESSMENT ON THE INFLUENCE OF TOP LEADERSHIP ON SERVICE DELIVERY IN THE KENYA POLICE SERVICE IN KITUI COUNTY

**Koech Kiplangat Joseph, Kabui Anne Christine & Migosi Joash**

South Eastern Kenya University; South Eastern Kenya University;

University of Nairobi.

joseph.koech@yahoo.com

### ABSTRACT

*The central problem of this study is that despite the government reform efforts in the National police service, performance has continued to worsen with criminal activities increasing by the day. Challenges leading to this miserable service delivery have not been adequately investigated and well understood, hence hindering performance by the security officers who play a critical role in security issues. The study provide the background information to research organizations and scholars to carry out further research in this area and use it as reference material and a basis of identifying research gaps. This research project was therefore an attempt to discuss the influence of internal organizational factors on the service delivery in Kenya police service as an organization with police commands within Kitui County. This paper assessed leadership as the main internal factor that influence service delivery in the Kenya police service in Kitui County. The consideration of the relationship between leadership as the independent variable in this study and service delivery as the dependent variable was sought. The purpose of this study was to assess the influence of leadership on service delivery in the Kenya police service in Kitui County. The study employed descriptive survey research design. The researcher adopted stratified random sampling technique which enabled sufficient representation of officers across all police ranks in the service. The target population was police officers working in police commands within Kitui County who are about 460 from which a sample of 138 officers was used to obtain information. Data collection was through the use of questionnaires both structured, unstructured and interview guide. Data analysis was done through the use of SPSS version 22. Data collected was analyzed using both the descriptive and inferential statistics. The study established that there is a strong influence on service delivery of the police officers attributable to leadership in the police service. The study recommended that government and other concerned stakeholders should adequately improve on leadership styles and embrace the modern ways of leadership. Training and development within the police colleges also need to be improved greatly for improved service delivery as well.*

**Key words:** - Service delivery, organizational structures, cultures, leadership

## 1. INTRODUCTION

Service delivery involves a comparison of expectations with performance( Stockwell, 2010). Service is perceived as a set of activities performed by an organization that aims at creating value, which includes specific services and performance to customers as well as other organizational activities that are part of the value creation process such as leadership or management styles With the increased complexity of the police role and the movement towards neighborhood policing, the nature of police work and police organization has become more complex and necessitates the importance of high service delivery personnel (Roberg and Kuykendall, 1997).

Out of all governmental operations, the police function is the most intimate (Sonderling, 2013). The daily, varied encounters between police officers and individuals, ranging from routine to traumatic experiences, represent the most visible and powerful interaction between the government and the public (Edvardsson, 2005). If the police perform their role effectively, society benefits immeasurably and government scores high in terms of its mandate to secure its people. If the police perform their duties poorly, the damage to police confidence and democratic principles can be irreparable, (Murunga, 2014).Performance standards in the security sector are an area that attracts global concern. Policing is a ripe area for research notes Braga, (2006). Since the late 1970s, successive UK governments have placed significant emphasis on improving the operational effectiveness, efficiency and cost of delivery of UK public services which in the past has been a big issue of concern.

The study adopted the new public management theory which indicates that transformation of the citizen into a customer of public services, who pays for public services, and hence has choice and the exit option, and the opportunity to give feedback on public service delivery Hood (2013). As per new public management theory, modern government should be customer oriented, and result oriented and thus enhancing the effectiveness of government services. This will therefore encourage the workforce to deliver the mandates and improve on service delivery to the public (Batley, 2010). As a strong theoretical foundation, the concept of new public management is used to strengthen the need and importance of leadership to influence service delivery in the security sector. If management does not understand the importance and value of the leadership then it can lead to consistently incomplete appraisals and mistrust. Managers may feel unprepared to deliver quality feedback and oversee effective performance. Regular goal tracking allows for the opportunity to provide feedback as needed, make adjustments to performance plans, tackle obstacles and prepare contingencies for missed deadlines. Leaders therefore need to ensure checks and balances are built in for objectivity purposes. Managers commonly make mistakes when they conduct evaluations and the first step to minimizing those errors is to acknowledge they exist

The Kenya police service today faces a lot of difficulties most of which are linked to leadership as one of the major internal factors (Njuguna, 2013). These difficulties hinder Kenya police service delivery efforts to live up to its mandate. Nationally, the Kenya police department is often regarded as a bureaucratic, hierarchical, has central decision making and is policy driven Auerbach (2003). Leadership here is based on authority, position and seniority. Leadership in the Kenya police service is about the leaders themselves not considering a culture of performance. Looking down to the County level, the same challenges in the National police service is replicated further by the county management team(Amnesty International, 2013).

The Kenya police department therefore requires a serious review of the current leadership styles available in order to streamline its service delivery efforts and avoid the sort of colonialism style of

leadership. The old leadership style has indeed led to poor rapport between the managers and the subordinate staff thus widening the gap between them Hay, A. & Hodgkinson P. (2006),. Similarly Kenyans continued to face several security challenges beyond the scope of police officers. Other effects emerging may include increase in crimes, renewed public disorder and decline public confidence in the police institution (Njuguna 2013). This study therefore sought to establish the influences of leadership on service delivery within the Kenya police service in Kitui County. Does leadership influence service delivery in the Kenya police service in Kitui county?

*Research question of the study*

What is the influence of leadership on service delivery in the Kenya police service in Kitui County?

## 2. METHODOLOGY

According to Kothari (2014), sampling means selecting a given number of objects from a defined population as a representative of that population. The study employed descriptive survey research design. The study adopted stratified random sampling technique that enabled the researcher to capture the desired data across the different ranks available which makes the population to have several sub groups. The researcher divided the population into different subgroups in this case police ranks. The researcher later used all the officers' force numerals in which it was placed in a box to pick and develop sample that satisfied the needs of the study and then a given number of cases were selected randomly from each of the population sub groups. The researcher obtained a 30% sample of all strata which was viewed as adequate to represent the population. The study targeted 460 Kenya police officers in Kitui County. A sample of 138 was selected at random using simple random sampling and administered with questionnaires where all responded positively with a response rate of 100%. Returned questionnaires were further checked for integrity and completeness that ensured validity and reliability.

*Results of the study*

Table 1.0 Statement with regards to leadership factors to influence service delivery among police officers in Kitui County.

<b>Descriptive Statistics</b>										
	N	Minimum	Maximum	Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Mean	Std. Deviation
Planning by senior officers is important in any service delivery process in Kitui County	138	3.00	5.00	0	0	5	80	53	4.3478	.54908

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Power by senior officers enhances service delivery within the service in Kitui County	138	1.00	5.00	21	28	14	51	24	3.2101	1.35869
Communication with senior officers in service delivery is effective in Kitui County	138	1.00	5.00	5	18	0	78	37	3.8986	1.05533
Support from senior officers to subordinate officers enhances service delivery in Kitui County	139	3.00	5.00	0	0	5	85	48	4.3022	.54712
Motivation by leaders enhances service delivery in Kitui County	138	1.00	5.00	41	79	4	2	12	2.0217	1.08384
Politics among officers enhances service delivery within Kitui County	138	1.00	5.00	15	39	18	40	26	3.1667	1.32127
Valid N (listwise)	138									

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From the findings, majority of the respondents agreed that planning by senior officers was important in any police service delivery in Kitui County as indicated by a mean of 4.35. The majority respondents further indicated that support from senior officers to subordinate officers enhances service delivery was important as shown by mean of 4.30. On communication with senior officers in the service delivery, the majority of the respondents rated it as very vital as indicated by mean of 3.90. Asked on whether power by senior officers enhances service delivery within the police service, the respondents rated it as important. This was shown by a mean of 3.21. Asked on their rating whether politics among officers enhances service delivery, the respondents rated it as important and that politics had a great influence on service delivery in the organization as shown by a mean of 3.17. Regarding the importance that motivation by leaders enhances service delivery in Kitui County; the results showed that indeed majority of the officers felt they were not well motivated by the management as indicated by a mean of 2.02.

### 3. CONCLUSION/ DISCUSSION

From the data obtained the results showed that indeed majority of the officers felt they were not well motivated by the management as indicated by a mean of 2.02. Failure to constantly motivate ones staff may leave them disillusioned and fatigued. This in the long run may even affect their performance; police officers are usually regarded as one of the lowly motivated staff despite the enormous contributions they make towards the growth and development of the entire country. The findings also agree with (Hay and Hodgkinson 2006) that emphasized Motivation as the intensity that directs the staff in to achieving a

particular goal. Motivated staff tends to successfully improve service delivery than organizations with lowly motivated and demoralized staff.

The findings agree with Kotter (1998) on perception of effective and successful service delivery which entails proper planning. Proper planning and implementation enables an organization to successfully manage organizational performance. Without proper planning any service delivery is bound to fail hence bringing about loss of morale to the staff and organizations resources. Service delivery is backed by strong powerful individuals meet less if no resistances during their management stages (Kotter 1998). The findings also appear to support Green and Cameron (2004), to the extent that it's always important for the management to engage the junior employees and the outside environment on matters relating to the service delivery. Communication enables members know what is expected of them and also acts as good tool of eliminating resistance by promoting understanding within the organization.

The service should also encourage its top management to practice modern leadership styles that are more officer's friendly instead of continuing with the old authoritarian practice of issuing order and expecting them to be followed unchallenged and without opinions. The police service is a disciplined organization but this does not restrict it from embracing new leadership aspects that may enhance service delivery. Clinging to the old ways may hinder the adoption of new ideas into the service due to rigidity and resistance to opinions. Going by the response shown, it is safe to say that indeed leadership has influence on service delivery in the Kenya police service hence also a challenge.

In essence the study sought to establish leadership factors that influence service delivery. Service delivery therefore requires strong focused leadership that is oriented towards commitment to performance. The objective was to establish the influence of leadership on service delivery in the service and its indicators were planning, power, politics, communication and motivation. On all the indicators measured it was discovered that indeed leadership had a great influence hence impact on how service delivery was being conducted in the police service. On planning a majority respondents agreed that it is important for senior officers to plan well to enhance service delivery. Power, politics and communication were also discovered to have a great influence on service delivery in the service. Lastly majority of the respondents disagreed that they were well motivated by leaders. This also shows that indeed motivation affects service delivery. Overall outlook of these indicators we can conclude that indeed leadership has an effect on service delivery in the police service hence necessary measures be put in place.

#### **4. IMPLICATION**

The researcher recommends the Kenya police adopts modern service delivery techniques in order to attain an effective and efficient service delivery. The top management should make necessary efforts to ensure they boost the morale of their staff and especially those who are working in the hardship areas prone to terrorist attacks.

The organization needs also to embrace planning to empower employees make crucial decision in the organization since this not only promotes initiative but also boosts their morale. Through communication, the management is able to get feedback from staff hence able to monitor and evaluate service delivery in the organization. The management should also employ measures aimed at motivating their staff this may include both monetary and non-monetary rewards. The study recommends that the staff at the police service should be involved joint decision making and problem solving as this will make communication across the whole levels of management effective and make problem solving fast which

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will in turn lead to the development of the police service. The researcher therefore proposes that leaders need to be trained on how to improve on leadership skills and this should be implemented by the National police service commission a body constituted to address the police recruitment and training.

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