

**INFLUENCE OF OPERATIONAL RESOURCES ON SERVICE
DELIVERY AMONG KENYA POLICE OFFICERS IN MOMBASA
COUNTY, KENYA**

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DECLARATION AND APPROVAL

Declaration by the Student

I declare that this research thesis is the result of my own original work and no part of it has been presented for another proposal in any university or elsewhere for the purpose of exams or otherwise.

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DEDICATION

This research thesis is in honor of my son Eric and the Munyiri's family for offering me moral support throughout the research period.

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ABSTRACT

Background literature showed that, there were 2,919 crimes reported within Mombasa County in 2015. In 2016, the number of reported crimes increased to 3097 indicating a decline in service delivery. However, in 2017, the crimes recorded dropped by 479 cases to stand at 2,618 translating to a great improvement in service delivery. As a result, the researcher analyzed the interaction between operational resources and service delivery among Kenya police officers in Mombasa County, Kenya. It investigated the influence of Integrated Command Centre on service delivery of Kenya police officers in Mombasa County, assessed the influence of police equipment on service delivery of Kenya police officers in Mombasa County and verified the influence of police housing on service delivery of Kenya police officers in Mombasa County. It assumed that operation resources have influence on service delivery of Kenya police officers in Mombasa County thus, aimed at establishing this influence. Resource based and attribution theories were used. The scope was limited to police officers working in Mombasa County. Mixed research method (quantitative dominant) was applied with a target population of 1040 police officers of diverse ranks working in Mombasa County. The research adopted census sampling for the officer at the rank of commissioner of police, senior superintendent of police and superintendent of police while, stratified sampling technique was used for the rest of the ranks using 10% of the target population. The size of the sample for the study was 118 respondents. Questionnaires and interview schedules were used when collecting data while the analysis was done using SPSS version 22.0, multiple regression and excel stat to bring out the findings in terms of frequencies mean and standard deviation. From the findings it was clear that, an improved integrated command center lead to reduced crime rate which is an indicator of improved level of service delivery. The study also found out that provision of police equipment significantly improved service delivery among police officers in Mombasa County. However, it was established that, the police housing influenced service delivery of the police though not significantly. The recommendations were that, at least one integrated command center should be put up in each major town. This would help amplify crime reduction as the cameras among other capabilities discussed, would act as a major deterrence to offenders. In addition to that, the researcher recommended that, serviceable and adequate police equipment should be availed to all police stations to facilitate officers' movement and efficiency to deter and detect crimes hence reducing the rate. The study further recommended an improvement in police housing to allow for comfort when working. Lastly, further studies were recommended on the influence of operational resources on service delivery of other public security sectors like the Kenya wildlife service, Kenya forest service and Kenya Prisons. This study urged the police management to consider the recommendations of this study during decision making on the operational resources. This will influence how effective, efficient and sustainable service delivery shall be among police officers in the county of Mombasa, Kenya.

TABLE OF CONTENT

DECLARATION AND APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
TABLE OF CONTENT	vi
LIST OF TABLES.....	x
LIST OF FIGURES.....	xi
LIST OF ABBREVIATIONS AND ACRONYMS.....	xii
CHAPTER ONE.....	1
INTRODUCTION	1
1.1 Background to the Study.....	1
1.1.1 Operational Resources in Kenya	4
1.1.2 Service Delivery of Kenya Police Officers	5
1.2 Statement of the Problem.....	10
1.3 Purpose of the Study	11
1.4 Objectives of the Study.....	12
1.5 Research Questions.....	12
1.6 Significance of the Study	12

1.7 Scope of the Study	13
1.8 Limitations of the Study	13
1.9 Delimitations of the Study	14
1.10 Assumptions of the Study	15
1.11 Operational Definitions of Key Terms.....	15
CHAPTER TWO.....	17
LITERATURE REVIEW	17
2.1 Introduction.....	17
2.2 Empirical Review	17
2.2.1 Integrated Command Center	17
2.2.2 Police Equipment	23
2.2.3 Influence of Police Housing.....	26
2.3.4 Service Delivery.....	30
2.3 Theoretical Review	38
2.3.1 Resource Based Theory.....	38
2.3.2 Attribution Theory	44
Attribution Theory	49
2.4 Conceptual Framework.....	50
2.5 Research Gap	54

CHAPTER THREE.....	55
RESEARCH METHODOLOGY	55
3.1 Introduction.....	55
3.2 Research Methodology	55
3.3 Research Design	55
3.4 Location of the Study.....	56
3.5 Target Population.....	56
3.6 Sampling Procedures and Techniques	57
3.7 Sample Population	57
3.8 Construction of research instruments	58
3.9 Data Collection methods and procedures	59
3.10 Testing for Validity and Reliability	59
3.11 Proposed Data Analysis Techniques and Procedures	60
3.12 Ethical Considerations for the Study	62
CHAPTER FOUR	63
RESEARCH FINDINGS, ANALYSIS AND PRESENTATION.....	63
4.1 Introduction.....	63
4.2 Descriptive Statistics.....	63
4.2.1 Demographics	64

4.3 Reliability and Validity Test.....	67
4.4 Operational Resources	68
4.4.1 Integrated Command Center	68
4.4.2 Police Equipment	71
4.4.3 Police Housing	73
4.5 Regression Analysis.....	76
CHAPTER FIVE	81
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	81
5.1 Introduction.....	81
5.2 Summary of Findings.....	81
5.3 Conclusion of the Study.....	84
5.4 Recommendations.....	85
5.5 Suggestions for Further Research.....	86
REFERENCES	89
APPENDIXES.....	96
APPENDIX I: LETTER OF INTRODUCTION.....	96
APPENDIX II: QUESTIONNAIRE	97
APPENDIX III: ETHICAL CLEARANCE CERTIFICATE.....	102
APPENDIX IV: LETTER OF INTRODUCTION.....	103

APPENDIX V: RESEARCH CLEARANCE PERMIT.....	104
APPENDIX VI: SIMILARITY INDEX.....	105
APPENDIX VII: THE MOMBASA COUNTY MAP.....	120

LIST OF TABLES

Table 1: Operationalization of variables	53
--	----

Table 2 Target Population	56
Table 3 Sample Population.....	58
Table 4: Gender of the Respondents	64
Table 5: Level of Education	65
Table 6: Service Rank	66
Table 7: Length of Service	67
Table 8: Reliability Test	68
Table 9: Integrated Command Center	69
Table 10: Police Equipment	71
Table 11: Police Housing	73
Table 12: Model Summary	76
Table 13: Analysis of Variance	77
Table 14: Regression Coefficients.....	78
Table 15: Correlation Coefficient.....	79

LIST OF FIGURES

Figure 1: Theoretical Framework.....	50
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Figure 2: Conceptual Framework..... 51

LIST OF ABBREVIATIONS AND ACRONYMS

AIE: Authority to Incur Expenses

C.I: Chief Inspector

CP: Commissioner of Police

CPL: Corporal

ICT: Information Communications Technology

IC3: Integrated Command Center

IP: Inspector of Police

KWS: Kenya Wildlife Service

PC: Police Constable

SGT: Sergeant

S/SGT: Senior sergeant

SP: Superintendent of Police

SSP: Senior Superintendent of Police

RDT: Resource dependence theory

SPSS: Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The perception towards Service delivery is that of all range of roles carried out in an organization aiming at value improvement. This may involve offering specialized services, carrying out activities of economic importance, improving customers care services as well as other activities in the organization that are part of the process of creating value. These may include, good styles in leading and managing, operation structures, cultures of an organization, and initiatives toward good relationship with customers. In effective delivery of services, operational resources are part of the key determinants. (Edvardsson, 2005; Jackson, Greenfield, Morral & Hollywood, 2012).

Dire need for improved operational resources for effective police work started in the Chicago Police department in 1903. This is because, the country was hostile, streets were unpaved and sidewalks uneven and it was in that set up that police had to respond to distress calls miles away from their stations. Without proper operational resources it took a nerve to be a police officer then. Operational resources later progressed with the invention of the patrol wagon and signal service which affected a revolution in provision of police operational resources. In June, 2016 there was a department authorization allowing the use of SIG Sauer P320 as another pistol in the service which officers would choose to carry during their patrols. Soon afterwards the P320 was added on to the list of authorized firearms. Vehicles going on patrol were fitted with gun racks that were long. Remington 870, 12-gauge shotguns were available in situations where there was need to add firepower was necessary. On the other side it is a perquisite that all officers wishing to carry the AR-15 rifle type ought

to complete a five days training after which they can buy their own firearms and use them in addition to the force arms (Daileda, 2015; Davey, Monica, 2016)

In Oregon, the influence of operational resources on service delivery in police was observed in 1985 by Mayor Bud Clark of Portland, when he took office. He observed that police officers had less operational resources compared to their daily work load. To ease the work load he came up with policing which involves the community. This meant less reliance on heavy handed enforcement officers and using the community to dig deep to the root causes of crime. He also observed that this couldn't be effective without sufficient operational resources especially human capital, because officers had to do the outreaches in addition to their normal patrols at the bases and unfortunately there was still shortage of resources at their current bases (Ridgley, 2008).

In America, over the last decade, provision of operational resources have remained constant and sometimes even declined while the department's workloads have been rising steadily. As a result most of their departments are experiencing an imbalance between resources available and the rise in crimes which require their response. They feel overwhelmed. To try overcome this challenge, the executives within the police directed that, the minimal resources available should be directed towards very serious crimes only. (Caplan, 2010).

In India, a report on operational resources was made in a bid to improve the efficiency of the police departments. It looked into the issue of recruiting adequate officers, training them, improving the housing and providing adequate finances. It was noted in the report that 700-750 citizens are served by one police officer. Another concern was that only 12% of officers in Andhra were trained in criminal investigations leaving 88% un-empowered police

officers. The report recommended that the current initial and subsequent police trainings should include specialization. (India Reform proposal, 2017).

In Canada, some operational resources have been analyzed. In the 2014/ 2015 financial year, the police service spent \$13.9 billion in current dollars. Between 1997 and 2011 their expenditure has risen annually however, this stopped and the operational resources remained constant even to the 2014/ 2015 financial year. As at 15th of May, 2015, Canada had 68,777 police officers translating to 192 police officers serving 100,000 people. In the police population, 70% were constables while non- commissioned officers who include officers between the rank of lieutenant and constable were only 26%. The senior officer accounted for only 4% of the police population. Between the years 1999 and 2010 the police population had been on the increase while in 2011 it remained stable. Since then, their population has been on the decrease, 2015 experiencing a 0.9% decrease from 2014 and 5.1% reduction as from 2011 (Mazowita, 2015).

In South Africa, the management of operational resources within the Police Service (SAPS) is a big challenge. Despite the many policy directives and legislatives, their implementation has been a challenge causing a decline in delivery of services being offered by the service. It has thus been regularly criticized in the media (Faull, 2010).

In Nigeria, the operational resources were improved by U.S. donation of eight pieces of military tents for multiple of uses to their police to enable speedy recovery of authorities into the community which had been liberated from Boko Haram. It was explained by Ms Rosalyn Wiese who is in-charge Narcotics and Law Enforcement Affairs internationally in the US that, the donation was towards assisting the country in re-establishing authorities that are civil in communities living in the North-East who had been liberated. The tents were a vital

resource since most of the government buildings including barracks and stations had been destroyed by the Boko Haram and were still under reconstruction. (Daniel, 2017).

In Somalia, operational resources were enhanced through the efforts of the union between government authorities, the UNDP as well as other partners. Their aim was to strengthen Somali's police force in terms of technical and institutional capacity. The concerned ministry was also empowered in order to improve service delivery. The force was to be effective, efficient and professional towards the people of Somali. A responsive and accountable force was a necessity in Somali (Faulhaber, 2015).

1.1.1 Operational Resources in Kenya

The Police service in Kenya has been facing many setbacks in reference to operational resources most of which are linked to inadequate funding and shortage of personnel. These operation resources include just two integrated command centre in the whole country, inadequate police vehicles at station level, sub-standard housing, just a few anti-riot gear and very few serviceable police aircrafts. It was in the interest of the researcher to understand the influence of the IC3, police equipment and police housing on service delivery of police officers. There is also need for increased manpower so as to deliver timely services. Currently, the ratio of police to citizens is an average of 1:489 as per a research carried out by Alphonse (2017) for Africa Check. This is within the range of the United Nations recommendation of 1: 450. However, it is unfortunate that, the resources at the personnel's disposal in terms of IC3 capabilities, equipment and housing are so limited such that they render the well training officers ineffective. These resources have not been made readily available to officers. As a result, the logistical preparations for operations by police have been weak since they lack the logistical capacity to prepare effectively. In this case, Kenyans

continue to face several security challenges beyond the scope of police officers. More so crimes have increased, public disorder had been renewed and the confidence in public institutions have declined. (Njuguna, Rosyln, Anthony & Paul, 2013)

According to a report commissioned by Kenyan Government (2014) shows, most Police officers who were interviewed in Kenya regularly cited inadequate operational resources such as salaries that are low and incentives shortage, limitation in supply of equipment of the police and insufficient training as factors that impede their Service delivery. Lack of police equipment and resources were cited as key problems during the police review process in Kenya. It is crucial to reveal how these operational resources are viewed by officers in regards to service delivery. It's unfortunate that, police officers seem to receive inadequate of everything ranging from fuel provision, essential stationery, communication and safety equipment including handcuffs, gloves, and bulletproof vest and inappropriate transport facilities. There also exist inconsistencies in staff duty rotation causing overstaying and repeated tours of duty in operational areas. The thesis therefore aimed at tracking the level at which operational resources influence service delivery within the Kenya police service in Mombasa County and gave necessary recommendations. The independent variable was the operational resources whereas the dependent variable was service delivery.

1.1.2 Service Delivery of Kenya Police Officers

Service delivery denotes tasks done by organizations/ firms with the aim of value creation in regard to economic activities and specific services and performance towards customers. It also involves fine-tuning the management and leadership styles, structure of operations, organization cultures and initiatives to improve customer relationship. (Susan et. al. 2012)

The external and internal environment have always had their attention drawn towards the delivery of services in the Police Service. Service delivery is influenced by various factors and hence the study aimed at analyzing one of them i.e operational resources and recommended that in order to improve service delivery, operational resources needed an adjustment. The Kenya police was place among the top ten corrupt institutions within EAC institutions members by the East African Bribery Index Report (2011). According to the report, out of the 115 institutions listed, Kenya had 35 of them and unfortunately Kenya police was among them. The corruption index of police increased from 77.7 percent in 2010 to 81 percent, even though there were fewer officers asking for bribes. The police were ranked first in corruption in all the five EAC countries (The Star, 22 October 2011). The World Bank Report (2011) had the Police in Kenya ranked worst with number of complaints at the highest. 45% to 60% was the increase in complaint against police in the year 2011(World Bank, 2011). In addition to that, the service delivery of police officers has continued to deteriorate especially in the reducing the crime occurrences to manageable levels and alleviating the threats to security. Reforms in the public service have been carried out by the government for over Ten years aiming at the streamlining of the Kenya Police Service in terms of; pay benefits harmonization and embarking on interventions that can enhance efficient delivery of service. There are many factors influencing delivery of services in the Kenya Police, among them is; workers remuneration, effective training, resource availability, Information and communication Technology, procedures of promotion and police cultural systems among others. (Joana and Luis, 2005). It was in the interest of the thesis to reveal to what extent delivery of services is influenced by operational resources in the Kenya police officers in Mombasa County.

The service delivery aspect studied here is crime reduction and prevention. Crimes are universal in nature; however, researchers suggest that the crime patterns of are influenced by the type of cities and the geographical, social and economic environments in which they are in existence. For instance, property related crime are usually higher in cities of countries that are developed, while in the cities of developing countries crime related to violence are higher. Even without regard to the economic or social development, an increase in the city's population more often than not lead to increased crime levels and victimization which is always clearly manifested in the increased homicide rates. (Louise, 2011)

Every society has its own values system and it is these systems that mainly define crime. Though the type, cause, rate, and effect on each society might be highly different, crimes in a society are commonly cause for various reasons. Criminologists have consented that higher crime rates are experienced in urban areas that in rural areas. However, it is not yet agreed on the reason why some urban areas have so much crimes than other urban areas and the variation is so wide spread across them. This also applies to Mombasa County being the second largest city in Kenya. (Lima, 2000).

According to Kahn (1999), the growth of crimes in urban centers could be due to a number of economic and social factors, like the rates of lack of employment, shortage of employment opportunities, high growth of urban areas, inadequate wages, social gap increment between the poor and the rich, low levels of education, composition of ages and growth rates of the population.

According to Martin (2009), crime cases can be classified into four broad categories namely; the social, economic, psychological and biological aspects. The psychological aspect entails the inducement to crime commission as a result of ones predisposition and personality. An

imbalance in Ego, super-ego and id of a person could easily result to a disorderly behavior. Crime is committed when a person's id has predominance over the superego. The person is compelled by the id to commit crimes regardless of the consequences. This is despite the superego having an influence on good behavior. The genetics and neurological make up of individuals are the ones that govern the biological causes of crimes. It explains that if a person's parents had a criminal past, the individual will have a higher predisposition to crime commission than persons whose parents had no criminal history. In the neurological aspect, it is the chemical imbalances and the abnormalities in the brain that lead to criminal behavior. Economically, he explained that economic deprivation and poverty are the major propelling factors into crimes. The frustration and anger caused by economic deprivation provokes people to commit crimes. The assumption of those committing crimes is that, the proceeds from crimes will help them to overcome the deprivation which is most of the times not the case. Besides poverty, greediness is a major economic contributor to crime commission.

Socially crime commission can be explained by the fact that there has always been an unending cycle of change in lifestyles especially in the urban areas. As people compete to be better than their counter parts, they end up spending more than they should. To cover up for the deficit which is now meant for the basic needs they end up committing crimes. The posh lifestyle requires a lot of money and when this money cannot be genuinely acquired the persons result to committing crimes. The argument is also that, individuals are prone to learn crime commission from the surrounding in which they live in, peer pressure being a major cause. It can therefore be correctly hypothesized from the above authors that; crime commission is due to several factors combined and not just one in isolation.

Violence and crimes threaten the security of human beings. They need to be safe from the fear of being victimized wherever they go. According to the UN- Habitat, 2007, about 60 per cent of the people who were living in urban centres in developing countries, had at one point been victims of criminal acts in the past five years. Impact of violence and crime has significantly deteriorated over the recent years in most cities. The effects may vary from residents having increased fear, reduced income due to damage on properties, business men fleeing from such areas, the coming of private firms offering security and building of gated communities in urban areas and diverting of development towards private and public security investment. (UN- Habitat, 2007).

Inequality and social exclusion are the key factors that precipitate urban violence and crime in the world's large cities meaning that they are generally not a spontaneous occurrence but they are rather the product of the above mentioned factors. Although the scale and extent of urban violence and crime can be partly explained by the rapid urbanization and poverty, other factors such as the economic climate and political, local values and traditions, and the social cohesion degree and solidarity among urban communities which also play a role (Ellen & Brennan, 1999).

According to the studies carried out by the International Crime Victimization Survey, “Burglary and assault rates are highest in cities in Africa, they are also rated second highest in robbery rates.” (UN –Habitat 2007). As such the police service cannot sit back and watch as the citizens suffer in the hands of criminals. They therefore put a lot of efforts in the fight against crimes however; they are mostly hampered and hindered by the inadequate provision of operations resources.

Paces in the improvement of delivery of services among the police service in Kenya has been hampered by inadequate operational of resources, lack of adherence to the new constitution corruption, challenges in the structures, failure to comply with the law, inadequate vetting, impunity in the police which is on-going and reduction of confidence of the public. (Amnesty international, 2013).

In 2015, the Kenya police service charter was revised aiming at improved service delivery. Its vision was to create a service that is friendly to people, excising professionalism and responsiveness to the public. It goes ahead to state that all officers are supposed to be committed to; being pro- active and responsive, exercising courtesy and integrity always, cultivating as well as maintaining team work, acting fairly and firmly in all their actions, maintaining a disciplined and professionally acting taskforce, being sensitive to gender while promoting, protecting and respecting the right of their customers.

Their mission in order to meet citizens' expectations is to give good quality services by ensuring that the law is upheld as well as making sure that the community partnerships are created and maintained to allow a good environment for economic political and social development. This vision cannot be achieved without adequate operational resources (Kenya police website, 2018).

1.2 Statement of the Problem

Service delivery among Kenya police service can be measured by the ability of officers to prevent crimes from being committed. An increase in reported crimes can be taken to show decline in service delivery while a reduction on crime rates could show an improvement in service delivery. In the year 2015, reported crimes in Mombasa County stood at 2,919 cases. In 2016, reported crimes within the County increased by 178 cases to stand at 3,097 cases.

Among the 178 cases were 52 robberies with violence, 39 murders and mob injustice cases, 21 motor vehicle thefts while the rest were misdemeanors. (Mombasa County annual Report, 2016). These cited crimes are supposed to be in the capacity of the police to prevent, however they ended up being committed. This showed a decline in service delivery of the Kenya Police officers within the County. This decline could be attributed to inadequate operational resources availed to police officers in Mombasa County then. In 2017, the crimes recorded dropped by 479 cases to stand at 2,618 translating to a great improvement in service delivery. (Mombasa County annual crime report, 2017). This improvement for the year 2017 could be attributed to; the operationalization of the integrated command center in Mombasa and the arrival of leased police vehicles among other operational resources.

Koech (2016) analyzed the influence of operational resources to service delivery among the officers in the police service in Kitui, Kenya. His study analyzed the influence of human capital, technology, finance and policies on service delivery using a sample size of 138 respondents. The study applied mean, regression and correlation analysis in data analysis. However, the study failed to include police equipment, housing as well as the integrated command center which are very essential operational resources for Police. As such, this study analyzed the influence of operational resources towards service delivery among Kenya Police officers within Mombasa County in Kenya.

1.3 Purpose of the Study

This thesis evaluated the influence of operational resources towards service delivery of Kenya police officers in Mombasa County, Kenya.

1.4 Objectives of the Study

- (i) To investigate the influence of Integrated Command Centre on service delivery of Kenya police officers in Mombasa County.
- (ii) To assess the influence of police equipment on service delivery of Kenya police officers in Mombasa County.
- (iii) To evaluate the influence of police housing on service delivery of Kenya police officers in Mombasa County.

1.5 Research Questions

- (i) What is the influence of Integrated Command Center (IC3) on service delivery of Kenya police officers in Mombasa County?
- (ii) How does police equipment influence service delivery of police officers within Mombasa County?
- (iii) How does police housing influence service delivery of police officers within Mombasa County?

1.6 Significance of the Study

The thesis was geared towards assisting Kenyan Government in policy making regarding its police service which may in turn improve the availability of operational resources hence improving on service delivery of police officers in Kenya. It may help the Kenya police administration to understand and appreciate the influence that operational resources have on service delivery and hence work towards cultivating good relationships while eliminating bad ones. In addition, the top management of the Kenya police service may use the outcomes

of the thesis in policy making to adjust the resources accordingly aiming at improving the way services are delivered to the citizens.

Generally, the public may benefit from improved service delivery from the police as a result of them implementing the recommendations of this study. They may actually enjoy immediate police response to crime incident scenes as well as crime prevention measures hence reducing their vulnerability to criminals. This study also provides critical and up to date information which may be used by scholars and organizations doing research in the future. The study findings are a reference point and an aid in the identification of gaps in the research process.

1.7 Scope of the Study

Assessment on influence of operational resources towards service delivery among Kenya police officers in Mombasa County in Kenya was the main purpose. The following independent variables were used; The Integrated Command Center, police equipment and police housing. The years 2015, 2016 and 2017 were studied.

1.8 Limitations of the Study

The sensitivity of police information and the level of confidentiality it calls for, was feared to limit the research. Several respondents were shy in giving the necessary data, fearing they could be victimized by those in authority. Again, some respondents also failed to return the questioners once they had been distributed to them. This was be due to low importance they attached to filling the questioner, being too busy or simply being forgetful. This to some extent limited the study. Lastly, the study was limited to Mombasa County only. It was also

limited to members of Kenya police service only. It excluded the Administration police officer, prisons, the Kenya Navy, Kenya Wildlife service among other security agencies.

1.9 Delimitations of the Study

Assurance of the respondents on the use of data gathered being purely for academic purposes only, encouraged most officers to give information. Questioners were also anonymous (no names required). This served to remove the fear of victimization of respondents. The researcher also picked telephone numbers of those entire respondents issued with questioners. These contacts were used to contact the respondents and regularly remind them of questioner collection. Constant reminders through calls or messages drastically reduced the number of unreturned questioners. To eliminate biasness, the researcher distributed the questioner and in no way influenced the information given on the questioners. The questioner was self-explanatory to all officers. They need not assistance from the researcher hence eliminating chances of biasness.

In addition to that, during the administration of the questionnaire, some respondents asked for additional time to return the questionnaires. This was resolved by assisting the respondents to go through the questionnaire to facilitate quick response. Some questionnaires were also dropped to the respondents and picked later. Secondly, the researcher used the Likert's scale. This represents possibilities of underrating or overrating their scores on the questions. To deal with this problem, several questions were used in response to same measure.

Thirdly, the population was restricted to police officers. The needed data would also be authenticated by inviting response from the other members of the public who are equally

stakeholders. However, these limitations did not compromise the research rigor, data quality, findings, interpretation, reporting and overall value of the research.

1.10 Assumptions of the Study

It was assumed by the researcher that the sampled population was available at the time of the distribution of the questioners. It was also assumed that the respondents would fill the correct information in the questioners. The study also assumed that the sample chosen shall be the correct representative of the population.

1.11 Operational Definitions of Key Terms

Ammunitions: this means and includes cartridges whether one or more which have their cases primed, have propellant charges and projectiles.

Crime: An act or omission punishable by law

Financial resources: It denotes money availed to the police to enable them work effectively.

Firearms: These are the weapons available for use by the police. They have been assembled in such a way that it can discharge projectiles by action of propellants being burnt rapidly.

Government policies: These are plans or course of actions by the government to influence decisions and actions of the police service.

Integrated command center: Computerized police surveillance and emergency response center.

Kenya police: Members belonging to National police excluding those working in administration police.

Operational Resources; are the machines, tools, workers, facilities, physical areas or vendors that perform the activities of a project or a production process. In this study it referred to those things which are necessary for the day to day police operations. These included but not limited to the integrated command center, Police equipment and Police housing.

Police equipment: this refers to the firearms, vehicles, uniforms supply, aircrafts and antiriot gears.

Police housing: this refers to facilities and fixed structures which are necessary for smooth and secure running of daily police operations. They include the proximity to police residential areas, the walls and fences around them, the size and number of offices and cells as well as the availability of furniture.

Resources: a stock or supply of money, materials, staff, and other assets that can be drawn on by a person or organization in order to function effectively.

Service delivery: The act of providing policing service to members of the public who are the customers.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Here, the following areas were looked at; empirical literature, literature on theories, conceptual framework and a recap of the literature review. This was with the view of revealing the influence of Integrated Command Centre on delivery of services by Kenya police officers in Mombasa County, assessing the influence of police equipment on service delivery of Kenya police officers in Mombasa County and evaluating the influence of police housing on service delivery of Kenya police officers in Mombasa County.

2.2 Empirical Review

The section reviews relevant and related literature from previous scholars on the influence of operational resources on service delivery among Kenya police officers in Mombasa County, Kenya

2.2.1 Integrated Command Center

The study aimed at assessing the influence of Integrated command center of service delivery among Kenya Police officers working in the Mombasa County. According to Michael. Hitt, Kai, Christina and Carnes (2005), life is made easy and smooth by technology. Service delivery also applies this concept which is more effective to everyone. The performance and productivity of a well technologically equipped and updated organization is always higher than that of organizations with weak technology. With technological advancement that is good, an organization easily enhances its performance as well as increasing efficiency

According to Nyongesa (2013), IC3 is a multi-functional center in the police communication department. All the police communications and commands that control the personnel within a certain jurisdiction are coordinated from this facility. It is an integration of digitalized police communication capabilities as well as computerized police camera surveillance. It operates as an emergency call center whereby, people in distress call in 999, 112 or 111 for free. The call taking officers at the facility receives the call, carefully listens to the information being given and immediately creates a computerized message known as a ticket. The ticket shows the nature of incident for example; fire outbreak. The body of the message shows the rest of the details in terms of the location, what is involved, the extent and casualties if any (Brian, Greenfield, Morral & Hollywood, 2012). On saving the ticket, it automatically appears on the Dispatchers' desk as a new message. The dispatcher reads the message and quickly clicks the contacts of the entity, which is supposed to respond to the distress being fire fighters, the Kenya power staffs and police officers to control the movements in and out of the scene to reduce casualties as much as possible. The responding officers have a duty to give feed back to the dispatcher who assigned them the task so that he/ she may update the ticket accordingly.

In case the incident is of a higher magnitude, requiring multi- disciplinary responses, the dispatcher forwards the ticket to the critical incidents management suite which is managed by a senior officer. He/she takes control of informing all the response teams and giving the necessary commands. Camera surveillance assists the manager to make informed decisions since he/she has an aerial sight of the incident area as a whole. The call taking, dispatch and critical incident management suite work in a seamless manner day and night to ensure the safety of the citizens. IC3 with its capabilities is important in giving police officers an upper

hand in crime detection and intelligence collection using the cameras and enable them make an immediate actions to combat any kind and enhance peace stability. The time taken to respond to a reported incident is also greatly reduced since the police officers are only a call away. IC3 has also wanted motor vehicle detection capabilities so to trace the movement and behaviors of an individual's driving habits and mostly in the populous urban areas for instance, Nairobi (Nyongesa, 2013). All such vehicles have their number plates fed in to the system and any time they pass under any of the several automatic number plate reader cameras, an alarm is sounded at the facility and the police are able to know more about it. The officer on duty at that particular time has an opportunity to inform the officers on the ground to apprehend the vehicle and the occupants for further actions (Nyongesa, 2013). He later informs the station from whose jurisdiction regarding the circulation had originated to liaise with the officers on the ground for its collection and further police action.

IC3 has also been used to crack puzzles regarding any matter of police importance since the images and the videos are stored in the servers for a reasonably on time to allow the investigating officers to analyze the clips and to prepare for the production of this evidence in court (Waema, 2005). The facial recognition application software has really assisted in tracing of wanted persons who have been reported to the police for being involved in crimes like terrorism, obtaining money by false pretense among other crimes (Jackson, Greenfield, Morral & Hollywood, 2012). Their images are fed into the system and any time they pass under the Neo-face cameras an alarm is sent to the center and the necessary action is taken.

In Kenya, the IC3 facility was proposed and built in 2015 to enhance security in the country. There are only two such facilities available at the moment; one was installed in the police headquarters Nairobi, in Jogoo house and the other in Mombasa Police Headquarter (Bruce,

2019). Both facilities are fully operational and provide services to the people. All the other 45 counties are not covered by the IC3. It was thus the researcher's aim to evaluate how IC3 influenced service delivery so as to make the necessary recommendations. Its capabilities include digitalized camera surveillance, Automatic number plate recognition, facial recognition, critical incident management, control and command. Officers working here come from both the Administration police and Kenya police (Bruce, 2019). The number is very small, the Mombasa center does not even have call taking capabilities despite having been in operation since April, 2015. They rely on the call takers in Nairobi to pick up all calls and send the tickets to the dispatchers in Mombasa. It is under the Inspector General's office.

The Central Communications Command is the largest Operational Command Unit (OCU) of the Metropolitan Police Service in London (Loveday, 2008). Its responsibility is that of communication inside the Metropolitan Police and between the public and the police as well as other forces. They took over the role from several smaller departments which were communicating and were all over the service. The Metropolitan Police Service communications were combined in to a single department in the "C3i program". Sir Ian Blair piloted it before he was promoted to a Commissioner. In 2004, is when the transition to the new system began and was completed in December 2007 (Gilbert, 2011). "Metcall" is the name given to OCU within the service. This is the name given to the three main command-and-control centers based in Bow, Hendon and Lambeth. In history, each of the Met's Borough Operational Command Units (BOCUs) had a control room of its own, known internally as the 'CAD Room' (for Computer Assisted Dispatch) its role was to deal with incoming non-emergency telephone calls and with dispatching police officers to all calls in

that area. In addition, the Information Room at New Scotland Yard received 999 calls which were sent to the CAD Room to be dealt with. In 2004, staff began a migration on a borough-by-borough basis to Metcall, with Southwark being the first BOCU to move (Gilbert, 2011)

The effectiveness of Closed Circuit Television Cameras (CCTV) in Urban Crime Management in the Central Business District (CBD) of Nairobi was analyzed by Okere (2007). His work aimed at exploring the level of use and how effective CCTV Cameras were in improving security within Central Business District in Nairobi which has the highest number of working people. The size of the sample was 50 institutions was derived from a population of 99 in order to develop a stratified sample which covers all the business types/institutions in the CBD. It was in the findings of the study that 92.9% of the respondents had CCTV cameras installed inside the buildings while 19% had also installed them outside the building. This shows that there is need to install CCTV cameras outside the buildings where most of the crime is witnessed and not within the structure. The study concluded that the adoption of modern technology i.e CCTV cameras in policing will ensure that insecurity within the urban centers is managed effectively with increased detection and prosecution of criminals. It recommended that Planning should endeavor to improve visibility to reduce the opportunity for occurrence of crime, improve guardianship by use of CCTV Cameras and improve circulation. Street design should incorporate the use of CCTV Cameras by designing wide streets which allow for monitoring of wider areas hence more effective in observation and arrest of suspect's/offenders who are busy making troubles to the innocent citizens. In addition to that, there is need to train personnel who will monitor the cameras at the control rooms and set standards for minimum number of consoles at any particular time. Retention of officers trained in the case of the police officers who are

frequently transferred should be looked into to encourage professionalism. There is need to build a database with records (Biometrics) to enhance tracing of suspects regardless of the location. There system should also be linked with other systems available for example, for tracking owners of vehicles from number plate identification.

Mugambi (2013) analyzed the impact of E-government policies on delivery of services in the ministries of the government in Kenya. The study sought to assess the influence of the strategy on e-government on delivery of services in the ministries of the government. This study used a sample size of 36 respondents and analyzed data using SPSS and showed it using percentages, frequencies, standard deviations and mean. The study found out that in all ministries the e- government implementation was not effective. It thus concluded that the use of policies on e-government ensured sharing of the database, cost of service delivery was lowered, transaction processing time was reduced, records management was improved, working procedures were eased and staff productivity improved. It recommended the enactment of e-government implementation regulating policies and citizens' online access to facilities hence reducing overcrowding at the physical offices.

Zaworski and Charleston (2005) illustrated the concept of adequate training in the integrated command center in matters to deal with service delivery and promoting security. They emphasized on education and skills to the officers in the Centre and they have to be investigated regularly to determine their level to experience and efficiency in interpreting the data to minimize any inconveniences knowing that Kenya is under the threat of the terrorism. For instance, in Kenya, the officers working in the command center in Nairobi and Mombasa to be well educated so that they can interpret the message correctly before spreading it to avoid any inconveniences to the other police officers and to the general public

at large. The officers that were not properly trained exhibited some sort of misinterpretations and miscommunications and lack of confidentiality in matters to do with disclosure of very sensitive information. The study found out that advancement in the level of training and research impacts on police efficiency positively. Therefore, according to Zaworski and Charleston (2005), there should be measures to be enhanced to increase the level of training among the police officers and the service delivery will improve. Training is very critical in matters to do with the integrated command center in any country and the current technology will be adapted very fast and the service delivery will be good.

Jackson, Greenfield, Morral and Hollywood (2012) analyzed police department investment on information technology. The study aimed analyzing the impact of information technology on police productivity. The study used a sample size of 200 respondents and analyzed data using standard deviation, and Pearson correlation. The study found out that information technology impacts on police productivity both positively and negatively. The study concluded that the negative impact of using information technology was negligible and as such it should be implemented in police work. The study recommended that, there should be measures on levels of efforts channeled to functions of the police in which IT is used. Since the benefits brought about by the improvement IT use as a force multiplier come as a result of the force in place to multiply it.

2.2.2 Police Equipment

The study aimed at assessing the influence of police equipment of service delivery among Kenya Police officers working in the Mombasa County. In the context of this study, equipment meant and included; police vehicles, firearms and ammunitions, anti- riot gears, distribution of police uniform and police aircraft (Gilbert, 2011). On the ground, the

equipment available are not enough and some are not serviceable at all. The most readily observed is the state of police vehicles used in daily operations to restore peace before more vehicles were leased. Situation was pathetic and the police vehicles were being pushed by uniformed officers after the engine failing to start. Fuel was also a major problem and the customers were asked to refuel a station's land cruiser for a scene to be visited after any unfortunate has occurred. Currently the leased vehicles have enough fuel and card being allocated to each one of them (Gilbert, 2011). No refueling by clients' any more. In America, only two police officers on duty use one police car however; in Kenya, the whole station of at least seventy personnel is allocated only one vehicle, which is not enough for service delivery.

About the firearms and ammunitions, the world is advancing and the police need to upgrade their weapons accordingly. It is unfortunate the most police stations are still using G3 and AK47 when the enemies have started using CQ from Israel which is a light rifle with better aiming capabilities for close quarter battles and can even fire automatically (Osse & Cano, 2017). It is easier to handle since it has very little blow back. It uses the same ammunitions as AK 47 but it is more efficient and effective. The Al-Shabaab have firearms with telescopic sights, this is not common for our station rifles. For this reason the researcher sought to understand how these police equipment have influence service delivery both positively and negatively (Osse & Cano, 2017).

Gachago (2010) analyzed the influence of police equipment on service delivery. The study aimed at assessing the operational capacity of the Kenya Police preparedness during disaster incident and how this influences service delivery. The study used a sample size of 100 respondents and analyzed data using SPSS. This study revealed the major challenges facing

officers while responding to disaster situations are low quality over used equipment, few tools of communication and laxity to appreciate technology. The study concluded that the service needed to source for basic but up to date safety equipment, financially set aside resources for response to disaster situations and have a disaster management unit in the force. This study recommended the recruitment of more officers to at least get nearer to the UN recommendations on police citizen ratio. It also recommended the improvement of the relations between the police and the public to facilitate flow of important information.

Chtalu (2014) analyzed the challenges facing police reforms in Nairobi County. The study aimed at; assessing the impact of police equipment on police reforms, discussing the areas lagging behind in relation to implementation of police reforms and examining the challenges affecting implementation of reforms within Nairobi County. The study used a sample size of 220 respondents and analyzed data using descriptive frequencies aided by SPSS. He found out that majority of the respondents associated police reforms with name changing from a force to a service, Inspector General's appointment and community policing forums establishment. The least cited feature of police reforms was the provision of motor vehicles and other police equipment. The study concluded that there was no sign of full commitment in the implementation of the reform measures and as such, the government seemed to have been over-ambitious about reforming the police. The study recommended further research on reforms of the police within the wider context of reforms in the Kenya's security sector in line with the constitution.

Tengpongsthorn (2016) analyzed issues influencing effective performance of the police at the Police Bureau in Metropolitan. The study aimed at assessing the issues related to police effective performance among them police equipment. The study used a sample size of 25

respondents and analyzed data using percentages, mean, frequencies, Pearson correlation and standard deviation. The study revealed among others, police equipment and officers, welfare had a positive correlation with effective work performance. This study concluded that availability of adequate equipment facilitated improved performance at work. The study recommended the setting aside of some finances to procure up to date equipment and tools and immediately pass them over to the metropolitan Police as per their requirements.

2.2.3 Influence of Police Housing

In this study the parameters discussed under housing include the police residential houses, safety and security of the report office, the provision of furniture, the fencing around police stations and police lines and the size and security of the police cells. Some members of the service live with their families in their police lines; they actually share the rooms available. There is barely any privacy between officers hence some spouses often opt to stay away from the police lines. This has led to family break downs and subsequently stress and depression on the officers hence affecting the quality of the services they lender negatively.

The situation on shelters in Kenya is that the demand for housing far outweighs the supply just like in most developing and especially in urban areas. This is manifested by spread of slums and overcrowding as well as settlements of squatters in peri-urban and urban areas. There is the challenge of poor-quality housing in rural areas. The demand for houses in Kenya's urban centers is about 150,000 according to the estimates and only 35,000 houses are supplied annually. In the rural areas about 300,000 housing units need to be upgraded annually. The failure to address the housing production constraints will only worsen or sustain the current housing problem. The police housing is not an exemption, they live in dilapidated houses with some sharing a room breaching their privacy. In addition to that,

police require house in close proximity to the stations in case there is an emergency call of duty, they will take the shortest time possible to reach the station and be deployed accordingly

On the security of the report office, the Mombasa's Central Police station report office personnel were attacked by three alshabaab women in broad day light inside the report office. The office had no metallic grills separating the customer and the staff area. They easily gained access and with just knives, petrol and match box brought the station to a standstill. Had there been better housings it would have at least acted as deterrence. On stationeries, police officers are forced to dig in to their pockets to buy office stationeries like file covers, foolscaps for recording statements on, pens, staplers and paper punches. The police forms like the P3, Postmortem forms and abstracts are not also available. Clients are usually sent to the nearest cyber or photocopying shop to make their own copies before they can be served. This degrades the services offered by the police.

Mbogori (2015) carried out an audit on police reforms in Kenya. The study aimed at among other objectives to audit the status of police housing. The study used a sample size of 346 respondents and analyzed data using Statistical Program for Social Sciences. The study found out that for ease of mobilization, junior ranked officers ought to have the police lines as their residence while officers of higher ranks are allowed to seek resident and rent outside the camps. This study concluded that 28,255 police officers had no houses in the police lines and were forced to personally make their accommodation arrangements. This was a challenge to service delivery as some were staying residing in very poor units to fulfill the regulation demands of living in the lines. These poor housing conditions greatly affected

their morale. The study recommended the police housing project that is long overdue should be implemented.

Chepsiror (2013) analyzed on setbacks of developing housing to the lower-class citizens in Eldoret, Kenya. He aimed at identifying what motivated actors in the industry of housing, analyzing which housing methods are available to developers for the low earners, examining what issue do developers face when developing for low-income earners and how they affected them, evaluating the setbacks facing low earners while searching for housing and considering the way forward to manage identified challenges to allow for ease of housing provision. The study used a sample size of 100 respondents and analyzed data using tools that are descriptive. He found out that most housing developers in the study area were motivated among others by making maximum profit, the society needs and incentives from the government and accessibility of affordable materials and technology. The study thus concluded that profits, incentives from the government and accessibility of affordable materials and technology were the major developers' motivations. The study recommended housing departments, institutional technicians, youth polytechnics and universities should research on available and necessary materials for building.

Kumar and Kumar (2015) find that the police modernization conspire is helping the state police offices in improving their performance in the service delivery that is, the police divisions which have increasingly present-day correspondence types of gear and which are spending more cash on the preparation of their police faculty are improving with respect to the others which supporting better welfare of the police. The satisfaction of the police according to Kumar and Kumar (2015) is one major determinants of their productivity alongside the components that make increasingly social attachment. Police feels much

satisfied after realizing their personal welfare has been catered for and they are moving with the current technology to fight any enemy and save their personal lives as

Martinussen, Richardsen and Burke (2007) investigated the helpfulness of breaking down firms from the asset side as opposed to from the item side. They were in agreement that resources like technology, machinery, skilled personnel, capital, brand names, trade contacts and procedures that are efficient are the bases that enable an organization to attain and sustain good service delivery. A company's asset incorporate all abilities, advantages, firms' characteristics, authoritative procedures, information and data constrained by a firm. The firm is hence empowered to look forward to what more can be done, new methodologies to be executed in order to improve on adequacy and proficiency. Inadequately resources enriched organizations for the most part face a great deal of obstacles especially when beginning any administrative activity. For the administration process to be easy and effective, on organization ought to set aside enough resources to assist it to run effectively and successfully in its delivery of services.

Matindi (2012) analyzed how facilitation and fostering of human settlement that is sustainable can be facilitated by the by the government in Nairobi-Kenya. The study aimed at assessing the housing stock, housing deficit, occupancy persons per room and building materials. The study used a sample size of 180 respondents and analyzed data using SPSS. It revealed that, there was inadequate funding and poorly integrated housing for housing development. The study concluded that despite the better housing quality recorded in Nairobi, a noticeable portion of the houses are in slum areas and settlements that are informal exposing the occupants to sanitary conditions that are poor and water supply that is

inadequate. This study recommended that Kenyan government should formulate, review policies and legislation on housing.

2.3.4 Service Delivery

According to Batley (2010), Public services are provided by the government to people in the country. It does so by providing finances directly or through the public sector. This is consistent with the agreement in any country where elections are conducted democratically. It is the role of the government to make sure everyone gets certain specific services no matter how much they earn. There are regulations governing all public services, they are not provided to the public nor are they given finances for political or social reasons. Public services should be provided in the interest of all people and aiming at the welfare of all. The universities and colleges should provide courses on service to the public. Such public services may include those performed by the police, fire brigade, paramedics and the army.

The significance of the service delivery involves the central thrust to the achievement of an excellent service for the Government and for the public as customers. It is also essential for economic reasons because of the importance for national competitiveness of the Civil Service (Ahem, 2007). Civil servants therefore must continue with the improvement programs in order to meet the upcoming challenges facing the country achieving and experiencing rapid economic and social development. Doing the right things and satisfaction of customers on all dimensions is a good measure of effectiveness in offering services to customer. Measures like speedy response, good quality services and products and interacting with the citizen well can be used. Whenever what the services has accomplished and the outcomes are valuable to the customers then, service delivery is said to have been effective. (Stockwell, 2006). From the perspective of a customer who has been referred or the habitual

customer, the quality of services delivered is key. Negative service delivery ratings are experienced when the service provider does not meet the expectations of the customers in terms of performance. Poor performance has the possibility of causing rampant run of negative word-of-mouth communications. On the other hand, when the performance of service providers are above or at the expectations of the customers a positive word of mouth with spread to their benefit. Survey instruments are used delivery of service in order to identify the quality of services that the organization is providing with the aim of improving the identified shortfalls. In conclusion, an organization that has a better understanding on how its clients evaluate its services, has a better chance of providing the customers with what they want.

Batley and Mcloughlin (2010), were of the view that service delivery is challenged by the imperfections in the political market which concerns how citizens and politicians relate. The lack of political credibility in the leaders concerning their promises to the citizens if an example of such imperfections. Policy incoherence is another challenge both within and across sectors in the design of the policy, the roles and the structure which make it hard to implement the entire policy design or part of it. The incoherence may go horizontally with mandates that overlap and unclear roles among those providing services together and other public bodies.

Another service delivery challenge is; an oversight on performance that is ineffective, this is a situation in which the informal supervision and monitoring processes are insufficient and the formal processes are not followed. Cases in which processes involved in supervision and monitoring are not clearly defined may be included in this. After the Second World War, there were rapid changes in the organizations providing public services in most countries.

There has been serious implementation of management restructuring in many countries of the world focusing on enhancement of effectiveness and efficiency in the delivery of public services.

Hood (2013) argues out that from the start, the focus of reforms was on the sector of defense, administrative, political, economics and enforcement of the law. In developed and developing countries public service management restructuring has been going on for over twenty years. Organizations internationally had the aim of transforming the old administrative processes. A combination of several factors brought the urge to restructure. Among them is the dissatisfaction of the public with services delivered, disillusionment with the public sector resource management and the pressing demand to allow citizens participate in making of decisions (Njunwa; 2005).

For the globe to be at peace, all police officers ought to offer their services with dedication, efficiency and accountability. These services include but not limited to keeping law and order, assisting the members of the public, crime detection, apprehension of offenders, traffic management, and investigation into crimes among other duties. In their endeavors to effectively and efficiently provide these services, there are factors that are thought to influence their service delivery, among them are the operational resources.

Basically, resources are grouped in the following categories; Tangible and intangible resources (those that can be seen and those that cannot be seen). They include; information, professional skills, housing, financial capital, equipment and digital information capabilities just to mention a few. It is the interaction between the resources that dictates whether the services offered or products produced will be acceptable to the clients and consumers or they will be dissatisfied. For the police services all over the world, crime reduction if not

eradication is a main objective. Officers work very hard in their respective offices to accomplish this objective. They require resources to do patrols, forensic investigations, and apprehension of offenders among other roles. Those resources influence service delivery to various magnitudes and that is why the researcher endeavored to carry out this research.

In 2011, the police functions were clearly put down in the Act. Among those functions was providing members of the public whenever they are in need, law and order maintenance, peace preservation, life and property protection, crime investigations, criminal intelligence collection, crime prevention and detection, offenders apprehension and the enforcement of all laws and regulations with which it is charged and performance of any other duties that may be prescribed by the Inspector-General under the Act or any other written law from time to time. Taxes is taken from the Kenyans and they have to be provided with best delivery of services and the government has a mandate to ensure everyone is protected from any harm, injuries and loss of property all the time.

The police are mandated by this Act to ensure that crime is prevented so that life and property is protected. However, in order to prevent crimes effectively strategies involving all stakeholders need to be put in place. There are many challenges being faced by the programs targeting prevention of crimes (Chtalu & Bruce, 2014). Among them is the inadequate support by the government and challenges in implementation that leads to poor stakeholders' involvement. Crime prevention program initiatives face many challenges among them lack of government support and implementation challenges that leads to poor stakeholder involvement, weak laws, lack of finance, poor community involvement, lack of accountability and sustainability of projects. However, it's noteworthy to appreciate law

enforcement as critical agency in implementation of crime prevention programs as it forms the link between the Government and the Governed (Chtalu & Bruce, 2014).

Successful crime prevention strategies need to be comprehensive by incorporating social and economic factors. The role of police in prevention of crimes is also critical. They are the ones who come up with strategies to enable them deal with the risk factors in crimes. In addition, for successful crime prevention strategies it is essential for the police to be included as they play a critical component in response to crime incidents and arrest of criminals for prosecution in courts. A critical look of the wider social environment is also necessary for the implementation of crime prevention programs (Chtalu & Bruce, 2014). This emphasizes on the situational crime prevention measures which includes use of CCTV cameras among others. However social problems mutate with time and it is not easy to factor them as crime prevention strategies in the short-term planning however, they can have a positive impact in the long term. The consideration of one specific strategy in the prevention of crime as superior to the other should not be done. A combination of several crime strategies will produce better results. Proper considerations on the disadvantages and advantages of each approach should be done so that it will form part of a balanced and strategic plan.

Ngugi, Were, Titany and Ngugi (2012) analyzed the issues that influence delivery of services in the NPS in Nairobi county. This study purposed to analyze how various issues influence delivery of services in the NPS. Sample size applied was 130 respondents and the data was analyzed by use of SPSS. The study concluded effective delivery of services in the NPS was hindered by inadequate facilities. In addition to that, measures regarding safety were poor while facilities used for administration and training was relatively good. It thus recommended that, the NPS should be investing on staff training and development to

improve their productivity and improve the grasping of new technology as it is incorporated into the curriculum (Chtalu & Bruce, 2014). This will help it to realize its objectives and goals hence improved service delivery and non-performing police officers will be checked upon and be warned.

According to Lodorfos, Kostopoulos and Kaminakis (2015), the effectiveness of the system service delivery is defined as the capability of producing a specific service and get involved in doing the right things. In the management of services, quality delivery of services is a defined structure and the process used in delivering a service to those who are in need of your service. The systems used by the police in Mombasa County should be in a position to produce positive outcome associated with the minimal cost and thus main objectives of the system of service delivery is to close the gap between the experiences and the expectations of the customer. The officers in the high rank to develop a system that will be friendly to the junior officers and a consensus to be arrived at before taking any proposed system for implementation and the service development will improve. When the decision taken is comprised of all the stakeholders, everyone will feel being part of the entire team and will end up having a very good relationship resulting to better service delivery.

Jagongo (2016) analyzed the influence of budgeting performance on delivery of services by Corporations of the State in Kenya. This study reviewed the impact of objectives, performance measures, strategic aspects and outcomes on service delivery by regional development authorities. The study used a sample size of six Regional Development Authorities and analyzed data using statistics that are both inferential and descriptive. The study found out that budgeting according to the performance had no positive impact on delivery of services by state corporations. It revealed that outcomes and measures of

performance in budgeting according to performance had a larger impact on service delivery as such there was need to emphasize on formulation of policies. It was the recommendation of the study that, in the future, other factors that impact on delivery of services in the government should be researched on and budgeting according to performance should also be enhanced.

Susan, Gakure, Kiraithe and Waititu (2012) emphasized on the staff welfare to enhance the service delivery to the Kenyan police. The primary part of the welfare reform is the importance on encouraging and enhancing social and economic participation to all of the officers. Significant concerns should be undertaken on the programs that aim to build the capacity of an individual and that of the community with an aim of creating the social capital. The government to review the regulations related to the police with an objective of providing a clear and appropriate guidelines for the operations and the code of conduct during the time of the duty. Additionally, promotions from one rank to another be influenced by the performance and enforcement of penalties and discipline to those who breach on the police regulations. Finally, the remunerations of the police should reflect on the dangers and risks associated with the surrounding an individual has been placed and to be deployed to regions where it seems more efficiently and effectively to work. The payments of the salary and other benefits of the officers to be made without any delays and the level of motivation and performance will increase

Koech (2016) analyzed the internal organizational issues that impact in the delivery of services in Kenya police in Kitui County. His study's objective was to evaluate the influence of organizational culture, leadership, resources and organizational structure on service delivery. The size of the sample used was 138 officers and data analysis was through SPSS

version 22. As depicted by the determination coefficient, selected dependent and independent variables portray a positive relationship. It thus concluded that in a modern world full of competition, organizations including Kenya police, must keep on redesigning their strategies in order to remain relevant. The study recommended the use of modern techniques in the delivery of services in the Kenya police service with the aim of attaining efficient and effective delivery of services.

Martin (2005) said the concept of service delivery can be characterized as an organized and incorporated way to deal with accomplishing a manageable administration conveyance inside an organization. Administration conveyance cannot be performed in an adhoc way; however, is an organized procedure of dealing with the general population, business procedures and innovation in order to adjust business systems to the earth and upgrade intensity in the market. Administration conveyance is a factor in which most pioneers and chiefs should be improved on and delivery of Service is a major area in which most managers and leaders ought to be trained and polished on.

Dent (2003) in the process of studying service delivery in the hospitals which was made up of managers, administrators and the professionals groups he found out that other governmental issues as well as politics, influence and demeanors assumed a key role in the management and administration relations. As indicated by Osse (2016) the steps towards a changed Kenya police administration has been derailed by corruption, inability to adhere to the new constitution, structural difficulties and absence of consistence with the law, lack of vetting, continuous police exemption, absence of assets, open certainty. In an examination by Hood (2006), the police division in New York at about the mid-2000's confronted a great deal of difficulties in conducting its activities. This constrained the management to set out

on wide range services for thoroughly changing the manner in which the office battled wrongdoing and managerial obligations. In the 15-service delivery process, the office confronted various difficulties ranging from lack of leadership, political impact from the outside and inadequate resources as well as other difficulties.

2.3 Theoretical Review

The use of theories to expound, forecast, and comprehend an occurrence and to some extent to evaluate existing knowledge for the purpose of increasing it. This is usually provided within the limits of critical bounding assumptions. The theoretical framework mainly concerns the structure that can support or hold a theory of a research study. The presentation and definition of the theories explaining the reason why the problem being researched exists, is done in the theoretical framework. John and Srivastava (1999) observed that a theoretical framework, therefore, accounts for or explains phenomena. It also provides the relationships between the variables so that the theoretical relationship between them can be understood. The theoretical framework is an analysis of the prevailing or self-formulated theories which are related to the objectives of the research. This thesis was attached to two theories, namely Resource-Based Theory and Attribution Theory. These theories are linked to the study variables to bring out their relevance in the study variables.

2.3.1 Resource Based Theory

The theory according to (Bertha, 2018) was developed by Wernerfelt (1984). Later other researchers developed and expounded on the impact of both intangible and tangible assets that influence the organization performance. The theory states that when an organization combines its unique resources to run all the areas then it will be in a position to perform better. (Newbert, 2007). The importance of internal resources within the organization and

the use of these resources in formulating a strategy to achieve a sustainable advantage in delivery of service is magnified Resource-based theory (Meyskens, Robb, Carsrud & Reynolds, 2010). In addition, theory suggests that the internal capabilities of the firm determine the strategic choice it can make in competing in its external environment. The choice should in line with the strategic management practices' effect on a firm's delivery of service. This theory is believed to be the work of Penrose Edith in 1959 being in the economic field. According to her, organizations within the same industry depending on the differences in their resources, are heterogeneous in nature. Strategically, it assumes that organizations always strive to create and maintain a competitive advantage over their rivals by differentiating itself from them. That why scholars took notice of this assumption and used her ideas to explain how organizations have been creating and maintain this advantage against their competitors by use of resources strategy (Barney, Wright & Ketchen, 2011).

About 2,500 years ago, Aesop, a Greek storyteller had given a fable about a donkey which tried to copy the grasshopper's nice singing by eating what grasshoppers do, starvation killed him soon (Boehrer, 2015). The replication of the sweet singing of the grasshopper was a mistake that lead to death. The resource-based theory focal point as illustrated in this fable that, continuous success is fueled by a set of resources and capabilities and not anyone resource alone. The grasshoppers' sweet singing resulted from a combination of physical environment, genes, and experience among other capabilities, not just the diet (Boehrer, 2015). In addition to that, Philip Selznick a sociologist, in his series of books dated between 1940s and 1950s, developed the concept of distinctive competence (Selznick, 2011). This is a set of activities that an organization performs especially well. For example, Southwest Airlines used to quickly move its flights in and out of airports; it thus seemed to have a

distinctive competency in operations. He further suggested that competitive advantage is boosted by the possession of a distinctive competency. Certainly, the concept of distinctive competency and capabilities occasionally overlap (Selznick, 2011).

Barney, Ketchen and Wright, (2011) claim that the resource-based theory proposes that for a resource to create competitive advantage it should generate some sense of the economic value in the society. Kobasa and Puccetti, (1983), noted that in any of the organization, the company would entail assembling of tangible and the human resources together in an organizational structure. Resources in any of the working places can be categorized as either intellectual assets or physical assets (Galbreath, 2005). Assets that are physical in nature are tangible and easily identifiable. Intellectual capital is intangible and comprises of the human aspects such as employee skill, knowledge and individual competencies (Galbreath, 2005). The research has identified that the resources in an organization will eventually determine the performance of the workers in any of the organization (Nkomo, 1987). The human resources have to be accumulated together for the success of any set project.

How tangible resources of an organization are, is an important consideration in this theory. They are those that can be touched, quantified and seen readily. In a firm plants, equipment, and property and cash, are the tangible resources being considered. It quite difficult to touch, see, or to quantify intangible resources. They include the firm employee's culture, knowledge and skills and the reputation of a firm (Galbreath, 2005). When comparing the tangible and intangible resources, we will find that, the criteria for strategic resources are more likely to be met by intangible resources since they are; difficult to imitate, rare, valuable and non-substitutable than are tangible resources. Decision makers, who wish to achieve advantages over their competitor for long-term should, therefore, invest much in

nurturing and developing their firms' intangible and tangible resources. According to this theory, resources that are difficult to imitate, valuable, rare, and non-substitutable enables long-term success of a firm. They provide the foundation on which the firm's capabilities can be developed which is capable of ensuring that its performance is superior over time. In order to manage, bundle and exploit the resources in a way that value addition is done on services delivered to customers, capabilities are needed. They also aid in creating competitive advantages. (Nerdrum & Erikson, 2001).

In spite of the fact that the Resource-based theory clarifies the interrelationship between Human Resource as a source of competitive advantage and firm execution, it does not really provide evidence of the appropriation of the different human resources management practices by associations that lead to a better performance (Bratton, 2007). The resource-based theory is more concerned of what happens inside the organization, how the decision making is arrived at, the value associated with creating of the activities and usage of different resources input available to stimulate the performance (Alvarez & Barney, 2017). In this manner opined that to expand the behavior of intellectual resources requires actuation from the association as a byproduct of their commitments and they expect to boost these affectations (Nerdrum & Erikson, 2001).

For the resource-based theory to be operationalized, selection and explicit identification of resources value are necessary. The mapping of relationships between key resources, resource system overall description and simulation model development precisely and explicitly describes the necessary relationships (Salamanet, 2015). The managers are helped to focus on how a competitive advantage in their firm can be built and sustained. In addition to that, the dynamics in the system can be portrayed explicitly by balancing and reinforcing feedback

loops which enable policies which govern goal adjustment or corrective action encapsulating the dominant logic of management of resources to be included in the strategies. (Michael et al, 2015).

To attain effective service delivery, the resource-based theory approaches help in defining and exploiting the resources within the firm that are rare as well as valuable (Salamane, 2015). It dictates that these resources should be both non-substitutable and incomparable in order to sustain performance efficiency and to accomplish an effective service delivery. The approaches inside the resource-based theory help in characterization and exploitation of the resources within the organization that are valuable as well as exceptional and dictate resources should comprise of non-substitutable and incomparable so that to sustain efficiency in the level of the performance (Wan, Hoskisson, Short, & Yiu, 2011). Precisely, it is also significant to recognize that the strategic resources can be created by taking several strategies. The resources can be created by holding several strategic resources that each could be copied and bundling them together in such a way that they cannot be copied (Alvarez & Barney, 2017).

Additionally, the theory helps the organization to find out areas diversify in order to maximize current and long term objectives effectively and then choices to be made in the context of uncertainty (Galbreath, 2005). When the resources and capabilities of an organization in terms of the diversification potential and exploitability, the organization has an opportunity to determine and analyze the most favorable to utilize as the basis of the corporate strategy formation (Wan, Hoskisson, Short & Yiu, 2011). An internal analysis should be done and the areas of weaknesses are identified in the organization. This enables the managers to address the issues more effectively. Primarily to identify the internal

strengths and weaknesses, the organization stands in a better position to point out areas where diversification will work out most. When the internal resources are effectively matched with the opportunities from outside, the probability of a strategy being successful is very high (Wan, Hoskisson, Short & Yiu, 2011).

Managerial choices are gone for boosting both individual and the organizational results. Moreover, the theory can be challenging since term assets are connected in various ways in regular day to day existence (Lin & Wu, 2014). It is vital to separate key assets from the other resource assets available in the sector. While looking at the organizations, however, regular assets, for example, money and vehicles are not viewed as key assets according to the theory (Porter, 1991) . Resource based theory incorporates the investigation of the relationship among resources and operational generally speaking execution. The essential thought of the theory is that a firm wishes heterogeneous assets, which can be cherished, supreme, and non-substitutable to pick up an additional supportable in general execution than its rivals (Terziovski, 2010).

Human beings are critical resources and must be enhanced with the necessary and advanced technology with the required financial resources. Superior performance is enhanced by building up an aggressively definite arrangement of assets, heterogeneous and key advancement and a competent workforce in an effectively thought out procedure to support predominant returns (Torraco & Swanson, 1995). Indeed strategist who embraces this theory observed that competitive advantage is as result of the alignment of skills, deploying strategically, having a capable workforce within the organizational systems, structures, and processes that achieve capabilities at the level of the organizational (Salamanet, 2015). This Resource-based theory is relevant to the current study since it will help the study assess the

extent to which resource allocation influences the service delivery among the Kenya police officers in Mombasa County.

Bromiley and Rau (2016) wrote their criticism on the theory, in general, challenging its applicability in operational management. They were concerned about the dependent variable, competitive advantage, in this theory which is a vital underpinning of resource-based theory. The challenge in operationalizing this theory is quantifying the intangible resources. This theory was relevant in that it assisted the researcher to assess the influence of the operational resources on service delivery among Kenya Police officers in Mombasa. Reason being, these resources help the police to create and sustain competitive advantages over the criminals, hence delivering their mandate.

2.3.2 Attribution Theory

Attribution theory is more concerned with the apparent reasons for progress and failures for both oneself and other people (Weiner, 1985). Attribution inquiry centers on the originators of causal convictions and their consequences. For instance, how can one realize that one has or does not have the capacity to finish an undertaking and what are the impacts of this belief? Causes have three distinct properties: location within or outside of the individual, perseverance after some time, and controllability (Kelley & Michela, 1980). These components of causal beliefs impact full of feeling responses (outrage, pride, appreciation, blame, disgrace, and others) just as anticipation of future achievement which, thus, influence accomplishment strivings and responses toward others. Kelley's (1967) paper on attribution theory in social thinking research is commonly viewed as the principal efficient and general treatment of lay causal clarifications. Kelly was so much considered that the choices made are between the internal attribution and external attribution (Malle, 2011). The procedure

used in arriving at internal attributions or the external attributions is so much corresponding to the experimental methodology thus an examination of international action, by contrast, involved the reasons of an agent (Kelley, 1967).

The highly psychological and cognitive mechanisms that influence the levels of motivation are understood better by the managers by use of this theory. The different attribution styles are thought to have a tendency of biasing the accuracy of the perceptions of a cause, hence the effectiveness of strategies of motivation is potentially undermined (Graham, 1991). Attribution is also driven by emotions and motivation expectations. In the end, an overview of techniques used by managers in healthcare in the promotion of motivation attributes among the employees. Attribution to a cause is an explanation for an event or behavior. For example, in a study carried out in a hospital, this could be illustrated. A nurse observing a patient on whom a procedure is being incorrectly conducted by a colleague may try to explain this behavior by attributing it to a certain factor. In his conclusion, he may site that poor training was given to the colleague leading to the acquisition of skills that are not sufficient (Birnberg, Frieze, & Shields, 1977). Alternatively, the attribution may be towards his colleague's carelessness and ignorance. Attributions can also be formed for own behavior and outcomes. The successful diagnoses of a rare disease in a patient-physician might be attributed to own intelligence and training or just good luck (Birnberg, Frieze & Shields, 1977).

From the examples, it's clear that the attribution process is engaged in many times each day. It is however so familiar and automatic that is not easily noticeable. It is also indicated by those who have researched widely those causal attributions formation is necessary to enable adaption to environmental changes and the overcoming of the daily challenges that confront

our lives. While experiencing outcomes that are desirable, we are assisted by the act of attribution to comprehend the cause of the pleasant results so that we may experience them again. On the other hand, while experiencing outcomes that are not pleasant, it's through attributions that the identification and avoiding of the factors and behaviors that caused the unpleasant event can be done.

According to Fritz Heider argument in 1958, all persons are “naïve psychologists” since they possess an in born desire to comprehend the causal factors of outcomes and behaviors (Harvey, & Martinko, 2009). The theory presumes that the attribution of outcomes and behaviors clearly assist I the shaping of responses in terms of behavior and emotions. The classes of attribution are in line with the dimensions of causality locus to internally and externally describe attribution. In an illustration, if a patient is misdiagnosed by a doctor who attributes this medical error to his own carelessness that is, he ignored the symptoms of the patient, he will be making an attribution internally (Gundlach, Douglas & Martinko, 2013). If faulty results from the laboratory are the cause of misdiagnosis according to the doctor, even though the patient's symptoms were contradicted by the lab results, the physician will be making an attribution externally. The causality locus dimension is particularly relevant to reactions emotionally. Self-focused negative emotions, such as shame and guilt are more often than not associated with attributions that are internal which led to undesirable events or behaviors. Externally focused negative emotions, such as anger and resentment are mostly associated with attributions that are external for the same outcomes and behaviors (Gundlach, Douglas & Martinko, 2013).

The stability dimension is also another category of attributions regarding a cause. Causes that influence behaviors and outcomes consistently over time and across situations are

termed as stable causes (Weiner, 1972). Such causes may include those that are physical, governmental laws and or intelligence are mostly regarded as relatively stable in nature since they are difficult, if not impossible, to change. Causal factors regarded as not being stable, such as the amount of effort exerted toward a task, are in most cases easy to change (Birnberg, Frieze, & Shields, 1977). Unlike the causality locus dimension, which primarily influences reactions that are emotional to behaviors and events, the dimensions of stability affect individuals' future expectations. When a stable cause, such as low intelligence, is the attribution factor to poor performance it is only logical that the performance of the employees will not in the future change but if the poor performance is due to an unstable factor, for example, not putting in sufficient effort, then we can expect a change in performance in the future since the workers have the capacity to work harder (Harvey, Martinko, & Borkowski, 2007). The theory is assumed that all the people around are rational thinkers and mostly apply the internal and external indications to help illustrate and explain what is happening in their environment (Weiner, 1972). The objectives of the people are to be familiar with the environment and have power and control over their actions. It explains how people use their perception of their environment and the observation of the environment to analyze the results to come out of different events that occur around them.

Furthermore, the attribution theory does not to be always right since each person has his or her own perceptions. Kelley developed three classifications that impact observation in the attribution procedure: Distinctiveness, agreement, and consistency. Distinctiveness, - how an individual judges a circumstance Agreement - how the individual judges a circumstance in a social circumstance. Consistency - how the individual judges a circumstance over the long run or after it is experienced more than once (Kelley, 1967). This is valuable for

instructors since it encourages them to comprehend why a few understudies see themselves or others a fruitful or ineffective. For instance, when a police officer who is doing ineffectively in a specific location and is put into another area where different duties are progressing nicely, he/she may trust that other police officers are basically smattered, have more information, or the supervisors in that area are more friendly. The attribution theory is critical in developing the perception of different groups in the society the theory has gained its relevance and can be applied to any person of different ages within any environment (Weiner, 2008). The theory has been so significant and can give an individual a sense of power and control in any of the environment when the responsibility of a person is defined. The attribution theory has explained how the cultural norms and beliefs have an effect in the perception of the surroundings and finally, the theory helps the tutors and educators to have a clear concept and understand the psychology of the students thinking of the attributions (Schunk, Pintrich, & Meece, 2008).

Numerous researchers criticize the Attribution Theory since it is retrospective (Martinko, Harvey & Dasborough, 2011). They contend that the theory can be helpful in understanding the formation of the future objectives, the impacts on self-efficacy and the impression of values, however, does not directly impact the motivation. Researchers place more emphasizes on affecting the motivation than on what has caused it. Additionally, it becomes very difficult for the researchers to examine the theory since the perceptions of an individual are very difficult to measure. The theory has portrayed many weaknesses in its applications in daily life. For instance, the feedback of an activity has a greater chance to influence the way an individual will perceive the cause of a particular event happening in any of the surroundings. Additionally, the way people perceive happening of different things in daily

lives is believed to be different from the individual and the person observing it. Finally, the Biases and the social agreement can have a role to play to change the perception (Martinko, Harvey & Dasborough, 2011).

Another criticism is assuming that human beings are logical, rational and they think systematically. It was thus termed as mechanical and reductionist. According to the error of attribution, it's clear that some people are misers cognitively while others apply tactics. On the same note, there are historical, cultural and social factors that determine attribution and this theory has not evaluated them. (Rieger, 2013). The theory was however relevant to the study since the researcher was assisted to evaluate customer satisfaction rates regarding police efforts to curb crimes within Mombasa County in Kenya.

The theoretical framework is summarized in figure 1.

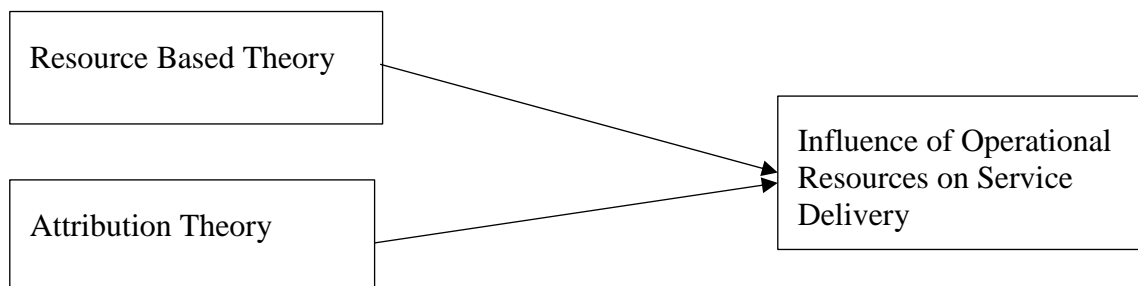


Figure 1: Theoretical Framework

2.4 Conceptual Framework

The Conceptual framework assists the one reading to easily observe the proposed relationships between the study's variables and shows the interaction of variables diagrammatically (Kothari, 2013).

The conceptual framework is as shown in Figure 2.

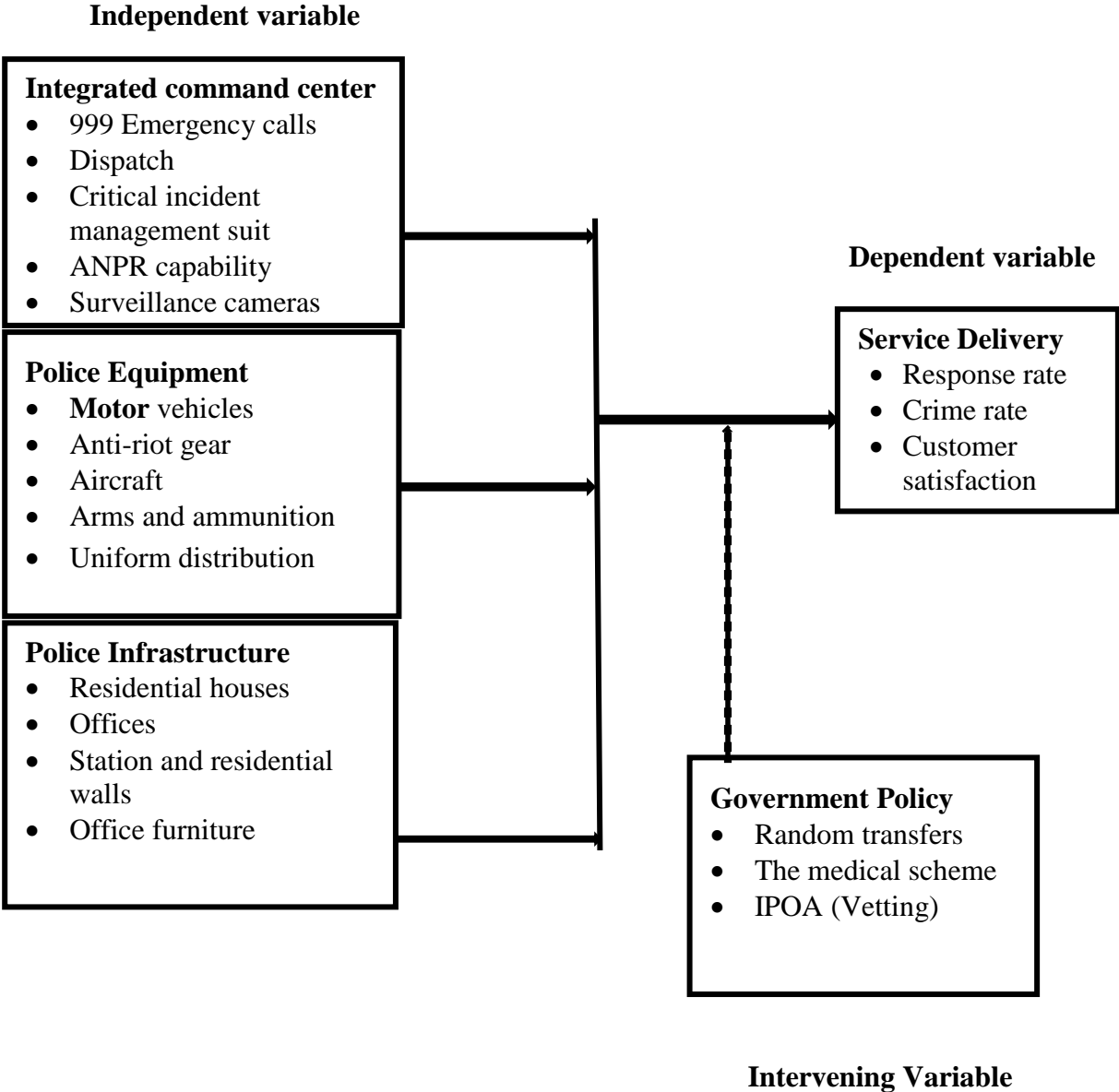


Figure 2: Conceptual Framework

The integrated command center is a connection between two different worlds: public safety/ security agencies, and the general population that they serve. Integration of radio dispatch

operations into to the command centers can significantly reduce the amount of time required to resolve incidents. By so doing service delivery will be greatly improved.

Modernized and adequate police equipment is a must have, if service delivery in the police will improve. It is the motor vehicle that ferry officers to crime scenes for reactive service delivery or to vehicle patrols for proactive service delivery.

The housing in the police include the offices, residential houses and the perimeter fences. Without good facilities officers work and live in uncondusive environment. At the same time, officers need armories to store their weapons in safety. It should also be near their residence for prompt collection of weapons to respond to emergency security threats. This ensured on timely service delivery.

Table 1: Operationalization of variables

Variables	Dimensions	Measurement	Data instrument	Method of analysis
<u>Independent</u>				
Integrated command center	<ul style="list-style-type: none"> • 999 Emergency calls • Dispatch • Critical incident management suit • Automatic number plate reader • Surveillance cameras. 	<ul style="list-style-type: none"> • Number of daily calls • Amount of dispatches • Amount of critical incidents • Amount of Vehicles recovered • Amount of incidents surveyed 	Questionnaire	Descriptive statistics including mean, frequencies, and standard deviation as well as inferential statistics like regression.
Police Equipment	<ul style="list-style-type: none"> • Motor vehicles • Anti-riot gear • Arms & ammunition • Aircrafts • Uniforms 	<ul style="list-style-type: none"> • Number of motor vehicle • Pair of riot gears available • Number available • Number available 	Questionnaire	Descriptive statistics including mean, frequencies, and standard deviation as well as inferential statistics like regression.
Police Housing	<ul style="list-style-type: none"> • Residential houses • Offices • Station and houses walls • Cells • Furniture 	<ul style="list-style-type: none"> • Number available • Number available • Type of walls • Number available • Number in use 	Questionnaire	Descriptive statistics including mean, frequencies, and standard deviation as well as inferential statistics like regression.
<u>Dependent</u>				
Service delivery	<ul style="list-style-type: none"> • Response rate • Crime rate • Customer satisfaction 	<ul style="list-style-type: none"> • Length of time taken to respond • Number of crime committed • Level of customer satisfaction 	Questionnaire	Descriptive statistics including mean, frequencies, and standard deviation as well as inferential statistics like regression.

2.5 Research Gap

Mugambi (2013) analyzed the impact of E-government policies on delivery of services in the ministries of the government in Kenya. He aimed at investigating the impact of the strategy on e-government on delivery of services in the ministries of the government. This study used a sample size of 36 respondents and analyzed data using SPSS and showed it using percentages, frequencies, standard deviations and mean. However, the study failed to include the Kenya police service in the survey of the government ministries.

Gachago (2010) analyzed the influence of police equipment on service delivery in disaster management. The study aimed at assessing the operational capacity of the Kenya Police service preparedness during disaster incident. The study used a sample size of 100 respondents and data analysis using SPSS. However, it failed to analyze other operational resources required for day to day running as well as those of active combat.

Mbogori (2015) carried out an audit on police reforms. The study aimed at among other objectives to audit the status of police housing and its effect on service delivery of police officers. The study used a sample size of 346 respondents and analyzed data using Statistical Program for Social Sciences. However, the study failed to analyze the housing problem in the police per the county for easier and more comprehensible implementation.

Koech (2016) analyzed the internal organizational issues that impact in the delivery of services in Kenya police in Kitui County. His study aimed at assessing the influence of organizational culture, leadership, resources and organizational structure on service delivery. The size of the sample used was 138 officers and data analysis was through SPSS version 22. However, it failed to assess the effect of integrated command center in service delivery of police officers as an internal operational factor.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Addressed by the researcher here was the design to be used in research, the population targeted, size of the sample, procedure used in sampling as well as techniques, how testing on how valid and reliable the data was, how data was collected and analyzed and considerations in terms of ethic in the research.

3.2 Research Methodology

The study adopted a mixed method research (Quantitative dominant) as the methodology for conducting research that involves collecting, analyzing and integrating quantitative research like surveys and qualitative research like interviews. This approach to research was used since this integration provided a better understanding of the research problem than either of them alone.

3.3 Research Design

This study used descriptive survey research design. Ritchie *et al.* (2013) observed that using descriptive method enables the researcher to make observations on a large mass of the targeted population and hence enables him to make the conclusions required regarding the variables. This research design allowed the effective designing of pre- structured questionnaire having both closed ended and open-ended questions. These questionnaires were then filled and information analyzed and statistics presented using this research design. The findings were easily interpreted for ease of understanding by the users.

3.4 Location of the Study

This study took place among Kenya Police officers offering their services in Mombasa County. Geographically, the Mombasa is situated to the South Eastside of Coast region stretching to 229.9km² exempting 65km² which is water masses. It Kilifi borders it to the North; to the South West is Kwale county and to the East is Indian Ocean. As per the 2009 national census, the County had a population of 939,370 and is estimated to have a population of slightly over one million currently.

3.5 Target Population

The target population was 1040 police officers working in Mombasa County and are listed in Table 2.

Table 2 Target Population

S/No	Ranks	No. of police officers
1.	Commissioner of Police	1
2.	Senior Superintendent of Police	6
3.	Superintendent of Police	6
4.	Chief Inspector	18
5.	Inspector of Police	26
6.	Senior Sergeant	7
7.	Sergeant	56
8.	Corporal	145
9.	Police Constable	775
	TOTAL	1040

Source: Mombasa County Police Annual Report (2016)

3.6 Sampling Procedures and Techniques

According to Mugenda and Mugenda, (2009), a good sample size can be drawn between 10% and 30% of the target population in a large population. This study applied stratified sampling method where the sample was divided in to ranks forming the strata. From these strata, simple random sampling technique was used for the ranks of police constables, corporals, sergeants, S/Sergeants, inspectors and chief inspectors for whom 10% of the target population was taken as the sample size. This gave the officers in these ranks equal chances for inclusion in to the sample. It was a manageable sample and was still a good representative of the target population. For the ranks of Commissioner of Police, superintendent of police and senior superintendent of police census sampling technique was applied since there were only 13 officers of such ranks in the County. All officers in these ranks were included since they were the commanders of the units and subunits and were thought to have in depth knowledge on the police institution.

3.7 Sample Population

A Sample is part of the entire population selected for study to obtain information on the whole set of human respondents from the population (Kothari, 2006). Lavrakas (2008) describes a sample in a survey research context as a subset of elements drawn from a larger population. While Anderson, Sweeney and Williams (2010) describe a sample as a collection of units chosen from the universe to represent it. This study applied simple random sampling technique for the ranks of police constables, corporals, sergeants, S/Sergeants, inspectors and chief inspectors for whom 10% of the target population was taken as the sample size. A census approach was used for Commissioner of Police, Senior Superintendent of Police and Superintendent of Police

Target population and sample size proportionally distributed among the police officers as show in the Table 3.

Table 3 Sample Population

S/No	Ranks	Target Population	Percentages	Sample Size
1.	Commissioner of Police	1	100	1
2.	Senior Superintendent of Police	6	100	6
3.	Superintendent of Police	6	100	6
4.	Chief Inspector	18	10	2
5.	Inspector of Police	26	10	3
6.	Senior Sergeant	7	10	1
7.	Sergeant	56	10	6
8.	Corporal	145	10	15
9.	Police Constable	775	10	78
	TOTAL	1040		118

Source: Research Data (2018)

According to Thietart and Forgues (2011), an acceptable size of a sample is that which puts in provisional information that is comprehensive and detailed. In this study the sample size was 118 officers from across the ranks working in Mombasa County.

3.8 Construction of research instruments

Data collection is the way toward gathering and estimating data on targeted variables, which empowers the researcher to respond to significant inquiries and assess results. The objective for data collection was to capture quality proof that means achieve data examination. The study collected both primary and secondary data. Scheduled questionnaires were constructed using five-pointed Likert scale ranging from strongly disagrees to strongly agree. Both

closed and open-ended question were applied. The open-ended questions were used to bind the respondents to the given factors in the examination. While unstructured questions were utilized to give the respondents opportunity to express their perspectives in a more pragmatic way (Kothari, 2006) an interview guide was to be used for the thirteen (13) top most officers in the county to allow for more information gathering, however, the senior officers opted for questioners as they complained of time constraints. They opted to fill in the questioners and have the researcher pick them in two weeks' time. The researcher agreed to request and gave them the questioners which she collected in two weeks from their secretaries. This change of tact did not jeopardize the outcome of the research since the information sought in the interview guide as the same as that sought in the questioners.

3.9 Data Collection methods and procedures

This study used both primary and secondary data. The primary data was collected using a questionnaire and the use of the interview guide which were established and prepared by the researcher. The questionnaires were hand delivered to all the respondents in the police department of Mombasa County. The reason for choosing questionnaires was that they were less expensive compared to other methods and the respondents had high literacy levels according to the police recruitment requirement. The interview, though being more complex, could have come in handy allowing for more elaborate data collection. However, as stated above the senior officers opted for questioners citing time constraints whose information was almost equally sufficient.

3.10 Testing for Validity and Reliability

The researcher ensured that sampling of the study population was done correctly so as to ensure the validity of the research instruments used. In addition the instrument' validity was

measured by computing validity coefficient (CVI) which is $CVI = R/IR$, where IR for the total questionnaires and R stands for the retrieved questionnaires. With a maximum content index is at least 0.772, the instrument was considered to be valid (Amin, 2005).

The reliability was tested using Cronbach's Alpha after a pilot data collection where questioners were distributed to 10 police officers working in Kwale County, which is 10% of the sample size. If its co-efficient was more than 0.6 then the study would have been considered reliable and if the co-efficient of Cronbach's alpha would have been less than 0.7 then the study would have been considered not reliable. The researcher factored in the comments regarding the questioner from pre-test. The researcher modified the questioner to improve on clarity and simplicity before using it for actual data collection.

3.11 Proposed Data Analysis Techniques and Procedures

According to Kothari (2004), data analysis involves the ordering, categorizing, manipulating and summarizing data so that answers to research questions can be obtained. Obtaining the meaning from the collected data was the purpose of the analysis. After a tedious exercise of data collection, all the filled questionnaires were scrutinized by the researcher to check if properly filled. Numerical codes were then assigned by the researcher to the information obtained according to the formulated categories. This facilitated the analysis using the statistical package for social scientists (SPSS) version 22.0 software which had been chosen due to its wide use for analyses of survey data since it is also friendly to the user.

Inferential and descriptive statistics were applied in the description of the basic features of the data in the study; it involved the use of frequency distribution tables and percentages,

and analysis of variance (ANOVA) to enable the exploration of relationships between different variables and the determination of relationships between different variables. To provide simple summaries about the sample, measures such as the distribution, the central tendency and the dispersion, descriptive analysis was carried out. Presentation of the data was by use of tables since users can easily interpret them. In order to establish the influence of operational resources on service delivery and to make inferences from the data, inferential statistics were used. The collected information was exposed to sieving, sorting, grouping and assembling in accordance with the question numbers that acted as bases of the coding system. This helped to identify the emerging points as well as issues and to establishing of certain patterns from all the answers. Descriptive and inferential analysis was done on all questions in the questionnaires. The excel stat and Statistical package for social sciences version 22 were used data analyses in order to generate the mean, standard deviation, Multiple Regression Analysis and percentages. The multi- validate regression model was as follows:

$$y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots\dots\dots\varepsilon$$

Where;

y = Service deliveryDependent variable,

X₁= Integrated Command Center.....Independent variable 1,

X₂= Police Equipment.....Independent variable 2,

X₃= Housings Independent variable 3,

α = Constant,

β₁, β₂, β₃, = Regression Coefficients

ϵ = Error term

This tool allowed the researcher to examine how the multiple independent variables were related to a specific variable that is dependent (service delivery). Once the relationship between the multiple independent variables and dependent variable was identified, information about all of independent variables was taken and used to make more concrete and accurate predictions.

3.12 Ethical Considerations for the Study

This study upheld the rights of respondents to voluntarily give information without being coerced. The information gotten was treated as confidential to avert the risk of harm and victimization of the respondents. This study was subjected to anti-plagiarism software (Turn It In) to determine the level of similarity. The study has also cited every source of information that was referred to and references were built accordingly. The researcher also sought permission from the school of post- graduates which offered a letter which served to introduce the researcher to Nacosti. Finally, the researcher liaised with the National Commission for Science, Technology and Innovation and was granted a permit to collect data. The data collected was purely for academic purposes and no identification were required.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND PRESENTATION

4.1 Introduction

The section gives research results and findings and then concludes by presenting detailed analysis. Primarily, questionnaires were used to collect data. They covered demographic information, integrated command centre, Police equipment and housing and service delivery-based questions. The data analysis was based on the research objective and analyzed using the regression statistical tool by the assistance of SPSS vol. 22 analytical tool.

The study aimed at evaluating the influence of operational resources towards service delivery of Kenya police officers in Mombasa County, Kenya. Specifically, the study aimed at investigating the influence of Integrated Command Centre on service delivery of Kenya police officers in Mombasa County, assessing the influence of police equipment on service delivery of Kenya police officers in Mombasa County and evaluating the influence of police housing on service delivery of Kenya police officers in Mombasa County.

The findings were presented as a report of the questions answered by respondents. 118 police officers working in Mombasa County were the applied sample size. Out of this population, ninety seven (97) responded. The rate of response formed was 82.2%. This was adequate for the study since it was above 70% as recommended by Kothari (2011).

4.2 Descriptive Statistics

The primary role of the descriptive statistics was to summarize data in a simpler way for easy interpretation and understanding. The statements were made about the set of the data

from the basis in which they were calculated. For instance, despite the sample being drawn from the population and the main objective was to make statement concerning the population, descriptive statistics only made claims for the sample and used it to generalize the whole population

4.2.1 Demographics

The demographic variables of Kenya Police Officers including gender, highest level of education, rank and length of service were used. The gender of the respondents represented in Table 4.

Table 4: Gender of the Respondents

Gender	Frequency	Percent
Male	65	67.0
Female	32	33.0
Total	97	100.0

Source: Research Data (2018)

Regarding gender, the table 4 indicates that 67% of the respondents were male while 33% were female. The inference is that a reasonably balanced response was received since both the male and female respondents were heard from. It also consistent with the ratio of males to females in the Kenya police, 2:1 which can be attributed to the few females recruited in the Kenya police service. This calls for improved affirmative action strategies aiming at increasing the number of females in the service.

The indication of the education level was a requirement in the questioner. The level of education is presented on Table 5

Table 5: Level of Education

Level	Frequency	Percent
O-Level	75	77.3
A-Level	6	6.2
Certificate	2	2.1
Diploma	7	7.2
Degree and above	7	7.2
Total	97	100.0

Source: Research Data (2018)

The Table 5 shows that the majority of those who responded have O-Level education at 77.3% followed by Diploma and Degree and above at 7.2% each. The respondents with A-Level of education are 6.2% with the least representation being those with certificate at 2.1%. From these results it can be inferred that the bulk of respondents had relevant education level needed to respond to questions on integrated command centre, Police equipment and housing and service delivery. Majority of the respondents were of KCSE (O- level) qualification. This is because there are many young officers joining the service after leaving form four and also there is urgency to join the service before attaining the maximum recruitment age. They thus prefer joining as O- Level graduates and further their studies once in employment. The small number of graduates can be attributed to low motivation in the service and lack of attractive terms of service.

Service Rank is presented in the Table 6

Table 6: Service Rank

Rank	Frequency	Percent
Police Constable	62	63.9
Corporal	13	13.4
Sergeant	4	4.1
Senior Sergeant	1	1.0
Inspector of Police	2	2.1
Chief Inspector of Police	3	3.1
Superintendent of Police	6	6.2
Senior Superintendent of Police	5	5.2
Commissioner of Police	1	1.0
Total	97	100.0

Source: Research Data (2018)

The outcomes from Table 6 shows that regarding the service ranking, the majority of respondents were PCs forming 63.9% of the respondents followed by CPL at 13.4%. The least representation was the S/SGT and CPs with a 1% response rate. This finding implies that response was received from all the ranks making it reliable for analysis. This can be attributed to the very few officers being promoted each year, hence the number of Police constables remains high and the higher ranks have fewer officers. This is consistent with the police standing orders that one CPL should be in-charge of 9 Police constables, while a Sergeant (Sgt) is in-charge of 30 PCs and an Inspector (I.P) is in-charge of a hundred (100) police constables. (National Police Service Order, 2018). Those responding were required to indicate for how long they had worked.

The Table 7 presented the length of service

Table 7: Length of Service

Length of Service	Frequency	Percent
10 Years and below	21	21.6
11-19 Years	46	47.4
20-29 Years	24	24.7
30 Years and above	6	6.2
Total	97	100

Source: Research Data (2018)

The study found out that most of those who responded had served between 11 – 19 years given by 47.4% followed by those who had served for between 20 – 29 years representing 24.7%. The least number of respondents were those who had served for 30 years and above. Using the results an inference can be made that majority of the respondents had served long enough to help give reliable information especially regarding the dire need for improved police equipment, integrated command center as well as improved housing.

4.3 Reliability and Validity Test

The quality of the data collection instrument can be indicated by carrying out tests for reliability and validity. Reliability can be inferred if several measurements using the instruments give results that converge around the same figures (Zikmund et al., 2010). Impliedly, reliability is therefore an indicator of an instrument’s internal consistency. The most commonly applied estimate of a multiple-item scale’s reliability is the Cronbach’s alpha coefficient (α). It ranges from zero to one. Zero indicates no consistency while figures one indicate a complete consistency. Different research authorities use different cut-off points of the Cronbach’s alpha coefficient. This study adopted a cut off Cronbach alpha coefficient of 0.6. Reliability test is presented in Table 8

Table 8: Reliability Test

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.696	.857	21

Source: Research Data (2018)

The table 8 indicates a Cronbach's alpha is 0.696, which infers a high level of internal consistency for our scale regarding this selected sample.

Pre-testing for validity on the questionnaire was done by initially involving a few respondents from the study population to improve the instrument. Construct and criterion validity was carried out on the instrument by randomly pilot testing. The outcome of the pilot test was a better review of the instrument, clear instructions and clarification on the measures to be captured that avoided unreliable results.

4.4 Operational Resources

Those responding were required to tick in the spaces provide indicating the extent to which they agreed that the availability of operational resources influence service delivery in the Kenya police service Mombasa County, in a scale of 1-5 where (1) Strongly Disagree, (2) Disagree (3) Not Sure, (4) Agree, (5) Strongly Agree. The operational resources under study included integrated command center, police equipment and police housing. The respondents are explained in the table 9, 10 and 11 below:

4.4.1 Integrated Command Center

The Table 9 Integrated Command Center statistics.

Table 9: Integrated Command Center

	N	Mean	Std. Deviation	Rank
Level of efficiency of the 999 emergency line influences service delivery	97	4.63	.782	4
Amount of time taken to dispatch officers to the scene influences service delivery	97	4.76	.428	2
Level of available resources to manage critical incidents influence service delivery	97	4.26	.600	5
Level of ANPR efficiency influence service delivery	97	4.65	.480	3
Number of available surveillance cameras influence service delivery.	97	4.79	.407	1
Valid N (List wise)	97	4.62		

Source: Research Data (2018)

The table 9 above shows that the extent to which the number of available surveillance cameras influences service delivery has the highest mean of 4.79 closely followed by the amount of time taken to dispatch officers to the scene with a mean of 4.76 and then the Level of ANPR efficiency having a mean of 4.65. The least is the effect of the level of available resources to manage critical incidents with a mean of 4.26. There is however a high average of 4.62 showing that the respondents are of the view that integrated command center influence service deliver to a greater extent. The interview also showed that most respondents were for the opinion that camera surveillance had the greatest influence on service delivery followed by the amount of time taken in dispatching calls.

The study is consistent Jackson, Greenfield, Morral, and Hollywood (2012) who analyzed police department investment on information technology. The study found out that

information technology impacts on police productivity both positively and negatively. The study had concluded that the negative impact of using information technology was negligible and as such it should be implemented in police work. The study had further recommended that, there should be an increase on the amount of effort channeled to functions of the police in which Information Technology is used. Since the benefits brought about by the improvement in Information Technology use as a force multiplier comes as a result of the efforts put in place to amplify it, then the executive should aim at putting in policies that allow wide use of the technology even in police stations.

The findings are also consistent with the resource-based theory which implied that up to date operational resources if well utilized will give the organization a competitive advantage over the competitors. In the context of the study, the integrated command center capabilities allows the police officers to detect any crimes before they can be actualized, apprehend offender in the act and if they escape, police officers are able to do a vedio play back and identify the culprits. The photos of the wanted persons are then uploaded in the Neo- Face facial recognition application. Should the culprit move under any of the center's surveillance cameras, an alarm is sounded at the center and the officer on duty immediately dispatches any officer on the ground closest to the culprits location to make an arrest. The same is done for wanted motor vehicle using the Automatic number plate reader application. The study's findings are also consistent with the attribution theory whose assumptions are that, people are naïve psychologists who have an innate desire to make an explanation to any event whether positively or negatively impacting them. The study shows that the respondents attribute the number of crimes committed, the length of time taken to respond to an incident and the level of customer satisfaction to; the level of efficiency of the 999 emergency line

influences service delivery, the amount of time taken to dispatch officers to the scene influences service delivery, the level of available resources to manage critical incidents influence service delivery, the level of ANPR efficiency influence service delivery and the number of available surveillance cameras influence service delivery. This is shown in the high means of 4.63, 4.76, 4.26, 4.65, and 4.79 respectively making a mean of 4.62 for the whole system of Integrated Command Center. This attribution will assist the police to replicate the centers in other towns so as to keep enjoying the benefits that come presence of the facility

4.4.2 Police Equipment

The Table 10 Police Equipment statistics.

Table 10: Police Equipment

	N	Mean	Std. Deviation	Rank
Number of motor vehicles in a station influences service delivery	97	4.80	.399	1
Number of anti- riot gears influence service delivery	97	4.52	.561	4
Number and efficiency of firearms and ammunitions influence service delivery.	97	4.77	.421	2
Number of police aircrafts influence service delivery	97	3.96	.611	5
The frequency of police uniforms distribution influences service delivery.	97	4.63	.601	3
Valid N (List wise)	97	4.54		

Source: Research Data (2018)

The table 10 above shows that those responding have the view that regarding the influence of police equipment on service delivery, the number of motor vehicles in a station has the highest influence with a mean of 4.80 followed by the number and efficiency of firearms and ammunitions having a mean of 4.77 and then the frequency of police uniforms distribution with a mean of 4.63. The least equipment was the number of police aircrafts with a mean of 3.96. The overall mean is however 4.54 meaning that averagely the respondents are of the view that police equipment influence service delivery. The interviewee were for the view that the availability of motor vehicles in each police station was the most crucial in the equipment category. Aircrafts were least likely to influence service delivery in the day-to-day operations of the police officers.

This is consistent with Gachago, (2010) whose study revealed that the major challenges facing officers while responding to disaster situations are low quality over used equipment, few tools of communication and laxity to appreciate technology. The study had concluded that the service needed to source for basic but up to date safety equipment, financially set aside resources for response to disaster situations and have a disaster management unit in the force. This study had further recommended that the recruitment of more officers to at least get nearer to the UN recommendations on police citizen ratio. It had also recommended the improvement of the relations between the police and the public to facilitate flow of important information.

The above findings are consistent with the resource-based theory whose assumptions are that good operational resources which include the studied police equipment, gives an organization a competitive advantage over its competitors. As clearly demonstrated by the mean each of the parameters studied under police equipment has earned. With serviceable

police motor vehicles, serviceable firearms, enough ammunitions, enough anti-riot gears, at least an aircraft in each region and equitable distribution of police uniforms, the police service will have a higher competitive advantage over the criminals as backed by the resource-based theory and the findings of this study.

The study's findings are also consistent with the arguments of attribution theory which argues that, attribution of either positive or negative events or occurrences to a factor, helps to increase the occurrence of the positive event by replicating the factor and avoiding the factor that causes the negative event or occurrence. The argument on stability of attribution factors also will assist the police to know which factors are stable like legislations whose change cannot be expected in the near future and unstable factors like the police equipment whose procurement process is less stable and hence a change can be expected in the near future. The causal attribution argument can be proved by the responses which indicate a very high influence of the police equipment on service delivery in the police in terms of crime reduction.

4.4.3 Police Housing

The Table 11 presents the police Housing

Table 11; Police Housing

Variable	N	Mean	Std. Deviation	Rank
The size and number of residential houses influence service delivery	97	4.60	.493	4
The level of security and the size of report office influence service delivery	97	4.62	.509	3
The fencing at the station and resident influence service delivery	97	4.65	.521	1
Availability of official stationeries influence service delivery	97	4.25	.521	5
The number and size of police cells influence service delivery	97	4.65	.501	1
Valid N (List wise)	97	4.55		

Source: Research Data (2018)

The Table 11 shows that police housing influences service with a mean of 4.55. The respondents are however of the view that the number and size of police cells influence service delivery as well as the fencing at the station and resident influence service delivery have the highest influence with a mean of 4.65 followed by the level of security and the size of report office influence service delivery number of 4.62. The least influence within police housing is the availability of official stationeries with a mean of 4.25. The interview analysis concurred with the results of the questioners' analysis. Fencing around residents and stations has the greatest influence on service delivery while official stationaries had the least influence.

The findings are consistent with those of Jackson, Greenfield, Morral, and Hollywood (2012) who analyzed police department investment on information technology. The study concluded that the negative impact of using information technology was negligible and as such it should be implemented in police work. It is also consistent with the study by Tengpongsthorn (2016) who concluded that availability of adequate equipment facilitated improved performance at work.

These findings are consistent with Matindi, (2012) whose study revealed that, there was inadequate funding and poorly integrated housing for housing development. The study had concluded that, despite the better housing quality recorded in Nairobi, a noticeable portion of the houses are in slum areas and settlements that are informal exposing the occupants to sanitary conditions that are poor and water supply that is inadequate. This study had recommended that Kenyan government should formulate, review policies and legislation on housing.

This is also consistent with the resource-based theory assumptions that better resources lead to better service delivery by giving the organization a competitive advantage with better housing the police as an organization will be able to discharge their responsibilities effectively and efficiently.

The arguments of attribution theory are also in line with the findings of this study regarding the influence of police housing on service delivery in terms of crime reduction. The study indicates much influence as inferred from the mean of 4.55. The respondents attributed crime reduction to better police housings.

4.5 Regression Analysis

To determine how integrated command center, police equipment and police housing influence service delivery, a multiple regression analysis was conducted. The analysis results are as given in tables 12, 13, 14 and 15.

The Regression analysis of the variables is represented in the Table 12 below:

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.830 ^a	.688	.678	.62367

a. Predictors: (Constant), Police Housing, Police Equipment, Integrated Command center

Source: Research Data (2018)

In Table 12, the adjusted R^2 of 0.678 means that 67.8% of the variations in service delivery can be explained by variations in police housing, police equipment and integrated command Centre. This means that 32.2% of the variations in service delivery is explained by variations in other variables not included in the current study. The R Square of 68.8% further indicates that the model explains 68.8% of the variability of the response data around its mean while R of 0.830 shows that the relationship between service delivery and police housing, police equipment and integrated command Centre. Finally, the standard error of the estimate given at 0.62367 shows that the average distance of the data points from the fitted line is about 0.6%.

The Analysis of Variance is presented in Table 13.

Table 13: Analysis of Variance

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	79.811	3	26.604	68.397	.000 ^b
1 Residual	36.173	93	.389		
Total	115.985	96			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Police Housing, Police Equipment, Integrated Command center

Source: Research Data (2018)

In the variance analysis, the Table 13 shows a p-value of 68.397 at 0.000 meaning that the model is statistically significant. The p-value of 0.000 shows that the police housing, police equipment and integrated command center reliably predict the level of service delivery in terms of crime reduction. The table 14 further shows that the total variance has N-1 degrees of freedom given by N-1 (97 – 1). The Residual degrees of freedom on the other hand are 36.173. Finally, the table 15 also shows the mean squares and the sum of squares.

The Regression of coefficient is given in the Table 14

Table 14: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error				Beta	Lower Bound	Upper Bound	Tolerance
(Constant)	12.998	.795		16.348	.000	11.419	14.576		
Integrated command center ¹	-1.481	.297	-.550	-4.993	.000	-2.070	-.892	.276	3.621
Police Equipment	-.515	.251	-.181	-2.054	.043	-1.014	-.017	.430	2.324
Police Housing	-.406	.267	-.157	-1.521	.132	-.936	.124	.315	3.174

a. Dependent Variable: Service Delivery

Source: Research Data (2018)

From the table 14 below, the following regression equation was established

$$Y = 12.998 - 1.481X_1 - 0.515X_2 - 0.406X_3$$

From the equation the study found that holding police equipment, police housing and integrated command center constant, the service delivery index (dependent) would be 12.998. The indication of the findings is that there is an indirect relationship between integrated command center and service delivery. This means that an improved integrated command center leads to reduced crime rates which is an indicator of improved service delivery. This relationship is significant with a p-value of 0.000 meaning that integrated command center influences service delivery.

Findings from the study indicates that police equipment and service delivery are inversely related and is significant with a p-value of 0.043. This means that police equipment reliably influences service delivery. An improvement in police equipment leads to reduced crime rate which is an indicator of improved service delivery. Finally, the study indicates that the relationship between police housing and service delivery is inverse and however the relationship is not significant with a p-value of 0.132. This means that, according to the study findings, any change in police housing does not influence service delivery. Since the figures are well below 10.0 for each variable, the VIF data suggests that collinearity is not a problem.

The Correlation Coefficient is presented in Table 15

Table 15: Correlation Coefficient

		Service Delivery	Integrated Command	Police Equipment	Police Housing
Pearson Correlation	Service Delivery	1.000	-.812	-.696	-.732
	Integrated Command	-.812	1.000	.738	.817
	Police Equipment	-.696	.738	1.000	.694
	Police Housing	-.732	.817	.694	1.000
Sig. (1-tailed)	Service Delivery	.	.000	.000	.000
	Integrated Command	.000	.	.000	.000
	Police Equipment	.000	.000	.	.000
	Police Housing	.000	.000	.000	.
N	Service Delivery	97	97	97	97
	Integrated Command	97	97	97	97
	Police Equipment	97	97	97	97
	Police Housing	97	97	97	97

Source: Research Data (2018)

Regarding correlation coefficient, the Table 15 shows the strength of the relationship between the variables. It indicates that there exists a high negative correlation between integrated command center and service delivery given by 0.812. This relationship is also significant at 0.05. The correlation coefficient between police equipment and service delivery is also negative and significant. Lastly, the findings indicate a negative and insignificant relationship between police housing and service delivery.

The findings are consistent with the study by Ngugi, Were, Titany and Ngugi (2012) who analyzed the issues that influence delivery of services in the NPS in Nairobi County. The study concluded that effective delivery of services in the NPS was hindered by inadequate facilities.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the research findings and then presents conclusions and recommendations based on the objectives of the study.

5.2 Summary of Findings

Like all other organizations that strive for excellence, the Kenya police service has put in place an ambitious plan aimed at transforming the way it renders its services to its customers. Nowadays security services just like food, shelter and clothing has become a basic need hence it is very important to enhance how this sector performs in order to promote a safer working environment for all and the development of Kenya as a country. Since its inception the police service delivery has been faced by numerous challenges both from within and outside environment. The police service delivery has not been a walk in the park. It has been facing criticisms each day.

The first objective was to investigate the influence of the IC3 on service delivery of Kenya police officers in Mombasa County. The IC3 indicators were the level of efficiency of 999 emergency lines, duration of time taken to dispatch officers to a scene, availability of critical management resources, efficiency level of the ANPR and the number of surveillance cameras. All respondent agreed to the facts that all the indicators studied influenced service delivery. This means that any alteration on the IC3 capabilities will influence service delivery. The free emergency lines enabled citizens to alert the police officers on time to prevent crime commission or to respond to criminal acts whenever they occurred. The CCTV

cameras came in as a deterrence and a tool for investigation during and after commission of offences. The critical management resources were very influential when it came to managing large crime scenes. The ANPR were very useful in capturing the identity of every vehicle that used the various roads where the ANPRs were installed. This made it easy for the investigators to track the movement of criminals. The time taken by police officers to respond to crime scenes and distress was of key essence according to the responders. Time taken determines the survival chances of the victims. It also determines where the situation can be mitigated or not. Response of police way long after the criminals are gone is unacceptable.

The second objective was to assess the influence of police equipment on service delivery of Kenya police officers in Mombasa County. The police equipment indicators studied were; the number of motor vehicles, number of anti- riot gear, number and efficiency of firearms, number of aircrafts and frequency of distribution of police uniform. Given the results of the study, the influence by the number of motor vehicles on service delivery was the highest while that of aircraft was lowest. This means a motor vehicle is very essential for police functioning compared to aircrafts. However, given the high mean of 4.54 meaning that most of the respondents agreed that police equipment influences service delivery, then it is important to give this parameter a preference while endeavoring to improve service delivery. The efficiency of firearms is key since the most criminal especially terrorists are using very sophisticated firearms in their attacks. It is therefore necessary for the police to have high efficiency firearms.

The last objective was to determine the influence of police housing on service delivery among Kenya police officers in Mombasa County. The indicators were; number, size and

proximity of residential houses, level of security in the report office, availability of official stationaries, number and size of police cells. According to the results of the data analysis a mean of 4.58 is given showing that these parameters of police housing together they influence service delivery to a larger extent. The number, size and proximity to residential houses by police officers is very important for any police officer. It is from these residents that police prepare to go to their daily operations. If the police residents are not available, officers are force to search for houses far and wide from the police stations. In case of an emergency, it will be really difficult to assemble the officers to respond and reinforce those on actual duty if they are overwhelmed. The security of report office is important for preventing the attack on police officers on duty as they attend to members of the public. A case cited was that of the two terrorist women who attacked officers with knives and petrol bombs at central police station in Mombasa. This was possible because there were no grills separating the officers and the members of the public. To avoid complains against police for congestion in the police cells, it was found out that there was need to have at least four spacious cells in every police station. One for the men, another for women and two for children, offenders of either sex. At no time should males and females be mixed neither should children be kept in the same custody with adults. The availability of official stationaries was also a thorny issue. Members of the public should be issued with P3 forms, Abstracts, OB reference numbers and post- mortem forms on demand at the police station. It is unfortunate that members of the public are asked to go and do photocopies of these government forms at their cost in commercial outlets. This means if a victim has no money to do the photocopies needed, he may not be served or the serves may be delayed as he struggles to have the copies done. Statements forms are part of police stationeries, however

if not available at the police stations, investigators are forced to buy foolscaps or ask the complainant to buy. This means, poor service delivery can be attributed to unavailability of police stationeries.

Basing the arguments on the results and the established relationships between the dependent and independent variables in the regression models among other analysis, the objectives of the study have been well achieved. This means that the independent variables are very influential to the dependent variable which is service delivery and as such that should be considered in order to improve service delivery.

5.3 Conclusion of the Study

It has all been agreed that in a modern world full of competition, organizations must keep on redesigning their strategies in order to remain relevant. Failure to enhance service delivery may make surviving more difficult to any particular organization and Kenya Police service is not an exceptional. Service delivery enables any firm sustain its liveliness in the market and maintain its productivity. The issue of service delivery in the Kenya police service is aimed at reducing the crime rates and redefining the structures and role of the police in the society with can aim of promoting enhancement of service delivery to the members of the public. However, since inception the service delivery initiatives have faced numerous challenges hence making its success a distant dream.

The study concluded that the IC3 facilities, police equipment and police housings greatly influence service delivery among Kenya Police officers in Mombasa County. As such it is important for the policy makers in the Kenya police service to keenly consider the indicators of each of the named parameters studied when making efforts to reduce the level of crimes in the area which is the indicator of improved service delivery in this study.

Urban development will grow both in numbers and size. This growth poses a challenge to the police in effecting policing. However, adoption of modern technology i.e CCTV cameras in policing will ensure that insecurity within the urban centers are managed effectively with increased detection and prosecution of criminals. Planners should therefore endeavor to ensure that Street designs and building design help to improve visibility and improve circulation within an urban environment.

The CCTV cameras helps in monitoring and controlling movement of vehicular traffic through pedestrian ways and streets, tracking and recording the movement of undesirable persons and their vehicles, increasing confidence of foreign investors and tourist in the country thereby increasing revenue propensity and improving the performance of the law enforcement agencies in crime detection and prevention.

Participatory- planning is important to have a sustainable CCTV project within the Central Business District. The time factor in planning is also important because most variables are not static. The more they vary the more our plans become absolute and the need to re-plan. Hence planning is cyclic in nature and very dynamic.

5.4 Recommendations

Guided by the findings of the study, the researcher recommends that at least one Integrated Command Center (IC3) should be put up in each of the major towns. Currently the facility is only in Nairobi and Mombasa. This will help amplify crime reduction as the cameras among other capabilities discussed, act as a major deterrence to crime commission. They will also aid in crime detection even before it actually takes place.

The study also recommends that all police stations should be provided with adequate police equipment and especially a police car so as to facilitate officers' movement during patrols where crime detection and apprehension of offenders is done. The new technology firearms especially those coming from Israel should be supplied to the stations to replace the old model G3 and AK47. The new guns have higher capability and efficiency and can repulse the enemy very fast as compared to the old ones. This will serve to reduce the crime rate which is an indicator of improved service delivery.

It is also recommended in this research that government should aim at improving the police housings in terms of police housing, cells and report offices as well as fencing of the stations in all parts of the country. This will create a safe environment from which officers can make their plans on how to serve the public better without exposing their lives to danger. There will be no complaints from those held in the cells if they are spacious and well maintained.

Lastly, the study recommended that the all the staffs at the Kenya police service should take personal interest in making sure that crimes are reduced to a manageable level. This comes with attitude change which when incorporated with the necessary operation resources will reduce the time taken to respond to a distress call and time to serve a customer. This will reduce the level of crimes hence increasing the customer satisfaction.

5.5 Suggestions for Further Research

The researcher recommends that a further research be done on challenges facing service delivery in the entire National Police Service taking into account that, the various institutions under it which have diverse functions and challenges. This will assist in establishing if they face similar challenges and what one department can learn from the other. This will enable

the researcher to link both the internal and the external factors to give a wider view of the implications of the environment in general.

Further research should enable other research organizations document the influence of organizational factors in other public security sectors such as the Kenya forest service, Kenya wildlife service as well as other disciplined services and opportunities provided by the organization in regard to performance. In addition, further research should also ensure policy makers and police managers focus on the specific strategic leadership actions that promote or inhibit performance in the National police service.

Provision of Service delivery is important, if service providers do not perform up to the expected level of the customer, this negatively affects service delivery ratings. Provision of quality service in public sector in the police service over the years has been criticized and challenged by Kenyans and stakeholders to reinvent its process in order to cater for provision of quality services. Inadequate resources, poor housing and fewer integrated command centers indeed affects provision of quality service in Kenya Police service. This study recommends the replication of the same to other Government Ministries as well as non-government agencies to see if there are critical areas of differences between the two sectors. The study recommended a replication of the same study in the area of quality service delivery and developing a research data in order to fill the apparent gap in literature and both managerial decision making in public sector. The researcher suggests that a study should be conducted to establish the extent of influence of the variables in other counties and its impact on crime rate. Another study should be conducted regarding training need analysis to ascertain the training needs of the police officers as a key factor in service delivery.

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APPENDIXES

APPENDIX I: LETTER OF INTRODUCTION

COUNTY POLICE COMMANDER

P.O BOX 90114,

MOMBASA.

30THOCTOBER, 2017.

ROSE WANGECI MUNYIRI,

MOUNT KENYA UNIVERSITY,

MOMBASA CAMPUS.

Dear Sir,

RE: REQUEST TO COLLECT DATA ON ACADEMIC RESEARCH.

I am the above-named student of Mount Kenya University taking a Masters of Arts degree in Law Enforcement and Justice Administration. In fulfillment of the award above am required to carry out a research. I hereby seek your permission to carry out a research on the influence of operational resource on service delivery of police officers within your jurisdiction. Kindly allow the sampled officers to fill in the questioners. The information provided shall be treated with utmost confidentiality.

Your's faithfully



Rose Wangeci Munyiri

Student

APPENDIX II: QUESTIONNAIRE

Dear Respondent,

Am Rose Wangeci Munyiri a Masters student in Law Enforcement and Justice Administration at Mount Kenya University, Mombasa Campus. I have been authorized to carry out a research on influence of operational resources on service delivery of Kenya Police officers within Mombasa County. Kindly give your informed opinion. Information gathered is for academic research purposes only.

Kindly give your informed consent to filling respective questioner by ticking this box

I consent () **I don't consent** ()

Section A: - (Demographic Information)

Please tick the appropriate option in the boxes provided.

1. What is your gender?
Male Female
2. Highest level of education.
"O" Level "A" Level Certificate
Diploma Degree and above
3. What is your rank?
CP SSP SP
C.I I.P S/SGT
SGT CPL PC
4. What is your length of service?
10 years and below 11-19 years
20-29 years Above 30 years

SECTION B: INTEGRATED COMMAND CENTER (IC3)

1. Is the IC3 facility in Mombasa County functioning well?

Yes () No ()

2. Kindly tick to what extent you agree that these IC3 capabilities influence service delivery in the Kenya police service Mombasa County, in a scale of 1-5 where (1) Strongly Disagree, (2) Disagree (3) Not Sure, (4) Agree, (5) Strongly Agree

		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1.	Level of efficiency of the 999 emergency line					
2.	Amount of time taken to dispatch officers					
3.	Level of availability of resources to manage critical incidents.					
4.	Level of efficiency of the automatic number plate reader recording wanted motor vehicles.					
5.	The number of surveillance cameras in the County.					

SECTION E: POLICE EQUIPMENT

1. Do you think that police equipment has influence on their service delivery?

Yes () No ()

2. Kindly indicate to what extent you agree that these variables on police equipment and housing influence the service delivery of police officers working in Mombasa County in a scale of 1-5 where; (1) Strongly Disagree, (2) Disagree (3) Not Sure, (4) Agree, (5) Strongly Agree.

		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1.	The number of police motor vehicle for each station.					
2.	The number of anti- riot gear pairs available per station.					
3.	The number and efficiency of firearms and ammunitions available per work station.					
4.	The number of police aircrafts in the county.					
5.	The frequency of police uniforms distribution.					

SECTION F: POLICE HOUSING

1. Do you think that police Housing has influence on their service delivery?

Yes () No ()

2. Kindly indicate to what extent you agree that these variables on police housing influence the service delivery of police officers working in Mombasa County in a scale of 1-5 where; (1) Strongly Disagree, (2) Disagree (3) Not Sure, (4) Agree, (5) Strongly Agree.

		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1.	The number and size of residential houses for all officer of other ranks.					
2.	The level of security and size of the report office.					
3.	The level of security of stations and residential area especially in regard to fence/walls.					
4.	The level of availability of office furniture for police work.					
5.	The number and size of police cells (spacious and partitioned for males, females and children.)					

SECTION G: SERVICE DELIVERY

1. Do you think that service delivery among police officers is dependent on their operational resources?

Yes () No ()

2. Kindly tick your extent of agreement to the statements below regarding service delivery in police being influenced by operational resources in a scale of 1-5 where; (1) Strongly Disagree, (2) Disagree (3) Not Sure, (4) Agree, (5) Strongly Agree.

		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1.	Officers take very short time to respond to a crime scene					
2.	Police officers are managing crime rate very well in the county					
3.	Most customers at the stations and headquarters express satisfaction towards service delivered.					
4.	Clients always attended immediately on arrival at the police stations.					
5.	There is improvement in the police on service delivery.					

APPENDIX III: ETHICAL CLEARANCE CERTIFICATE



JANUARY 12, 2018

Ref. No. MKU/ERC/0592

CERTIFICATE OF ETHICAL CLEARANCE

This is to certify that the proposal titled “**INFLUENCE OF OPERATIONAL RESOURCES ON SERVICE DELIVERY AMONG KENYA POLICE OFFICERS IN MOMBASA COUNTY, KENYA**”, whose Principal Investigator is Ms Rose Wangechi Munyiri (MALEJ/48455/2016) has been reviewed by Mount Kenya University Ethics Review Committee (ERC), and found to adequately address all ethical concerns.

Mr Francis W. Makokha
Secretary, Mount Kenya University ERC

Sign:  Date: 15.01.18

Prof. Francis W. Muregi
Chairman, Mount Kenya University ERC

Sign:  Date: 15.01.18

The Chairman
Mount Kenya University
Ethics Review Committee
P. O. Box 342 - 0100, Thika

Main Campus, General Kago Road, P.O. Box 342-01000 Thika. Tel: +254 067 2820 000, Cell: +254 720 790 796

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APPENDIX IV: LETTER OF INTRODUCTION



SCHOOL OF POSTGRADUATE STUDIES

REF: MALEJ/48455/2016

16th January, 2018

*The Director, Research Coordinator Division
National Commission for Science, Technology & Innovation
Utalii House 9th Floor
P.O Box 20603 - 00100
Nairobi*

Dear Sir/Madam,

RE: ROSE WANGECI - REGISTRATION NO. MELEJ/48455/2016

The purpose of this letter is to introduce the above named student who is pursuing Degree of **Master of Arts in Law Enforcement and Justice Administration** in the **Institute of Security Studies, Justice and Ethics** in the **School of Social Sciences**.

The title of her thesis is *"Influence of operational resources on service delivery of Kenya Police Officers in Mombasa County, Kenya."*

She has been cleared by the University's Ethics Review Committee (certificate attached) and now needs to proceed to the field to collect data for her research between **January 2018 to April 2018**).

Any assistance accorded to her will be highly appreciated.

Thank you.



Dr. Samuel Karenga
Dean, School of Postgraduate Studies

Registrar
School of Prograduate Studies
Mount Kenya University
P.O. Box 342 - 01000, Thika

Enc

APPENDIX V: RESEARCH CLEARANCE PERMIT

CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
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REPUBLIC OF KENYA



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Serial No.A 17297

CONDITIONS: see back page

THIS IS TO CERTIFY THAT:
MISS. ROSE WANGECI MUNYIRI
of MOUNT KENYA UNIVERSITY, 0-80100
MOMBASA, has been permitted to
conduct research in Mombasa County

Permit No : NACOSTI/P/18/13903/20994
Date Of Issue : 31st January,2018
Fee Received :Ksh 1000

on the topic: INFLUENCE OF
OPERATIONAL RESOURCES ON SERVICE
DELIVERY AMONG POLICE OFFICERS IN
MOMBASA COUNTY.

for the period ending:
31st January,2019

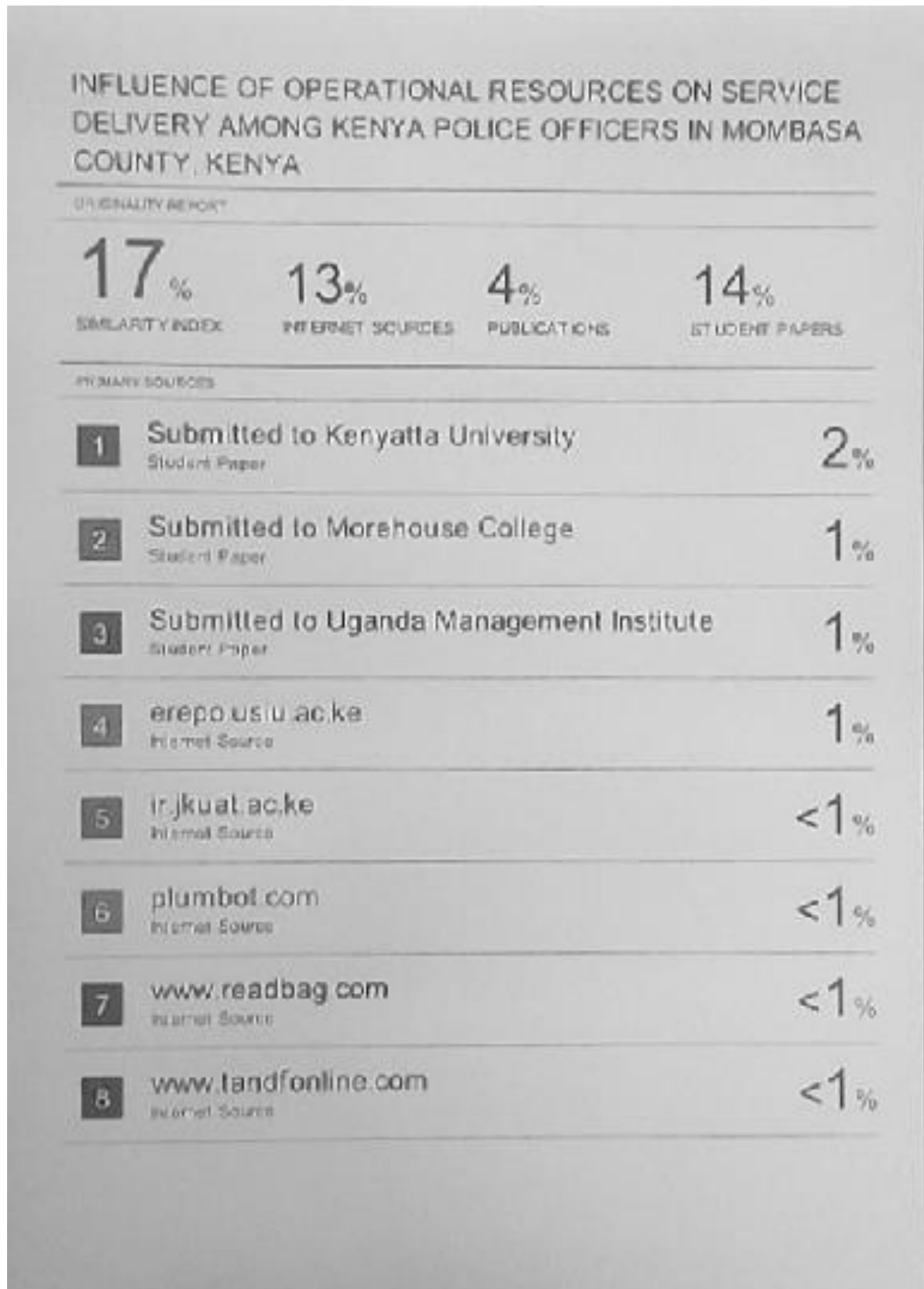


Applicant's
Signature

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APPENDIX VI: SIMILARITY INDEX



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APPENDIX VII: THE MOMBASA COUNTY MAP



