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## Reform Strategy for Enhancing Service Delivery Using a Transformational Leadership Style in Kenya

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### **Abstract:**

*National Police Service (NPS) is a public institution established by the Constitution of Kenya mandated to provide safety and security to all Kenyans and her visitors. However, there has been complaints over the quality-of-service delivery against the backdrop of police reforms agenda despite increased budgetary allocation. The study investigates the extent of transformational leadership style on the level of service delivery under the NPS reform. The study used a cross sectional of descriptive, explanatory method and structural equation modeling to collect and describe data. The method helps in reporting characteristics, relationships and meaning of the phenomenon under study. A sample size of 452 respondents was selected through stratified random sampling method from each stratum. The measures of centrality and dispersion, diagnostic tests were applied to test the closeness to normal distribution and goodness for factor analysis and fit of statistics. The transformational leadership style has significant influence on service delivery by a factor of 0.60 to the organization. Inspiring of juniors, sharing of vision, implementation of work plans, focusing on strategy issues and changes, building trust and rewarding juniors for performance in NPS are the key drivers of transformational leadership. In conclusion, NPS reforms agenda need to be effectively communicated across the organization by transformational leaders through inspiring the juniors to improve job performances, accept strategic changes and reward individuals and teams within the organization.*

**Keywords:** Transformational leadership, service delivery, national police service, strategy and reform agenda

### **1. Introduction**

The mandate of the Police service in all parts of the world draws from the very purpose for Governments being set up so as to provide essential services and create enabling environments suitable to spur economic growth and improve the quality of life of their citizens. This has been the basis for the Kenyan government attempts over the years to generate policies and programs including the medium-term plans 1, 2 and 3 in the periods of 2008-2012, 2013-2017 and 2018-2022 (Strategic plans, 2018-2022) whose focus has been serving and empowering citizens. The public sector reforms in Kenya have been anchored on the lessons learnt in the first two medium term plans and making deliberate plans and actions to improve the efficiency, effectiveness, competence, professionalism in bringing the public services closer to the people while remaining transparent and accountable to the citizens. The reforms have been initiated in various sectors including education, health, economic, communication and security sectors. National police service (NPS) of Kenya is an institution established in accordance to the Constitution of Kenya (COK, 2010) to provide safety and security in recognition of the fact that the security environment arena has changed over the years due to threats arising from terrorism, cybercrimes, drug and human trafficking. Thus, the formation of NPS was seen as the culmination of the needed evolution of the public service in Kenya so as to meet the needs and concerns of the citizens.

Prior to this, the police service had operated on the model of the traditional reactive policing approach which faced the challenge of not being able to match the requirements of meeting changing citizen's needs, characterized by a shift tending towards community policing, intelligence policing and evidence based policing which is regarded to be more proactive. Over and above these police reforms were also premised on the platform of the Sustainable Development Goals (SDG) of promoting peaceful and inclusive societies, providing access to justice for all and building effective, accountable and inclusive institutions at all levels. Thus in the new dispensation, the NPS has in addition to institutionalizing the SDGs

also institutionalized the African Union agenda of 2063, and the East African Community 2050 agenda of creating enabling environment for the combined block economy to prosper. Besides, the national government has been pursuing the vision 2030 that seeks to transform the country into a middle-income status by 2030 and has embarked on a rigorous program based on the 'Big Four' agenda as a way of realizing this transformation premised on the vision 2030.

To provide the required enabling business environment for the transformation, the NPS reforms are intended to transform the institution to become a friendly and citizen focused agency. The reforms included establishment of one unit operating under the command of Inspector General of Police for efficient and effective operation and administration. A command structure linking the top most office at the headquarters and the grassroots level connecting with the citizens at the community level, was adopted comprising: The Inspector General, two Deputy Inspector Generals, regional, county, sub-county and ward commander. The reform process involved application of diverse range of relevant interventions that were considered suitable to transform the system and reposition it for enhanced service delivery. Training was harmonized on basic policing matters to empower each police officer with knowledge and skills of basic policing. Police career progression guidelines, resource mobilization, community policing communication, Human resource management strategy, service welfare, psychological, stress counselling support have been formulated as part of police reforms (Reforms Handbook, 2017, Strategic plan 2018-2022). In addition, the NPS has developed recruitment guidelines as part of ongoing reforms. As part of reforms NPS engaged itself on joint operations with East Africa Countries on crime prevention strategies. Further NPS is involved in peace keeping duties as per the United Nations and Africa Union Charters.

With the stage set as outlined in the reform program, the main concern was how to achieve a system wide transformation that would pronounce in the form of a strategic change so as to deliver the promised benefits. The reforms were therefore undertaken as an aspect of the NPS strategic change program which required the support of key pillars such as compatible organization, structure, culture and supportive leadership. Of the three pillars, the component of leadership has been positioned in the literature to account for a far more reaching potential in realizing the expected level of transformation. Even though there are several styles of leadership in the literature, that which has been more associated with management of strategic change has been the transformational leadership style. An important aspect of the transformational leadership style is that it is associated with the role of inspiring followers to translate strategies into actions which add beneficial value to the customers.

This transformational leadership is required in the NPS to empower serving officers with needed skills, knowledge and capabilities for managing the authority vested upon the service and the allocated resources so as to enhance accountability and performance through service delivery. Bennet (1992) presented transformational leadership as a suitable style for adoption due to characteristics associated with this style touching on trust in transforming systems, integrity, fairness in decision making, and focus on full development of followers through delegation of authority. Empirical evidence also exists in support of the adoption of transformational leadership driving police reform implementation in the national police service based on its focus on accountability, delegating, empowerment, commitment, passion and vision (Buya, Simba & Ahmed, 2015). According to Rigii, Ogutu, Awino&Kitiabi (2018) leadership influenced in describing the roles and duties of each unit thus leading to improvement of service delivery.

In the Kenyan context Magiri, Ngui and Mathenge (2018) found that employees became more effective in strategy implementation when they are made knowledgeable on their roles in achieving the organization goals. Studies done by Mutungi (2019) indicated that leadership style need to be changed for the NPS reforms to be realized and enhance service delivery.

Thus, the achievement of the transformation, brought about by the reforms through transformational leadership was anticipated to bring change in the NPS systems manifested through improved service delivery. Service delivery entails being prompt, trusted, sincere when providing services within timelines making the citizens feel very safe and providing personalized attention to customers as outlined in the service charter.

### *1.1. Factors Which Triggered NPS Reforms*

The police reforms program in Kenya has been in operation for several years. Even though structural reforms have been achieved in the areas of legislations, complaints from customers through the independent police oversight Authority (IPOA), on appointments and promotions through the National police service commission still remains an issue of concern. The NPS is under one command after the two services merged as per the Constitution, 2010, however various subcultures, systems in different departments are displayed which are yet to be integrated to enable the organization deliver her service delivery successfully. The NPS has the unique functions of investigating crimes, carrying out police operations swiftly, border control and security of all strategic points yet there is structural and. service delivery 'holes' affecting safety and security in the country causing fear to citizens while doing their economic, social and political activities in nation building (Strategic plan, 2018-2022). The NPS has not optimized the research and planning department to become central in finding out the state of service delivery at the various strategic positions and how transformational leadership is linked to service delivery in the NPS. The policing scholars have devoted limited empirical studies on transformational leadership style on service delivery. Due to lack of research rigor on police reforms, the authors have delved into studying the value of transformational leadership on service delivery in police reforms in Kenya. The attention of the study is to understand the importance of transformational leadership in police reforms, link transformational leadership style with service delivery and create environment for implementation of sustainable development goals, vision 2030, 'big four' agenda and spur the economic growth of Kenya. The issue of leaders inspiring and empowering others has been central in strategy implementation in the organization. It has not yet been established how the leadership situation

has played out in the NPS reform process and its subsequent effect on the achieved level of service delivery. In view of identified conceptual, theoretical and empirical gaps, the authors considered investigating the effect of the transformational leadership on service delivery in the NPS. Studies done by Uhl-bien, Marion & Mckeley (2007) indicates that policing requires leaders who are creative, innovative in exploring policing solutions with open minds (Marnoch, Topping & Boyd, 2014). Leaders who are efficient raise employees motivation and sense of purpose remaining concomitant with the various dimensions of transformational leadership styles on service delivery in the NPS. Studies done by Punch (2009) showed that transformational, leaders must be made aware that it is their business to provide safety and security for the juniors to emulate them and stop blaming juniors whenever issues of insecurity emerges. Such transformational leaders distribute resources fairly and reduce turf wars in terms of placement, transfers and inculcate the right culture. Studies done by Rigii, Ogutu, Awino & Kitiabi (2018) indicate that leadership helps employees to achieve the current and future organization goals. Beerel (2012) showed that leadership assists in enhancing adaptive capacity of employees and in strategic implementation (Buya, Simba & Ahmed, 2018).

The conceptual literature has tended to be biased towards the conceptualization by Burns at the expense of other relevant models, the authors have operationalized the transformational leadership concept and build constructs on inspiring of juniors to improve job performances, leaders to influence juniors to accept strategic changes and assist employees to implement work plans, build trust with customers and recognize the employees' efforts with rewards. The purpose of the study is to investigate how successfully NPS reform strategy should be implemented in Kenya.

The study therefore had the following objectives:

- What is the significance of transformational leadership practice under the NPS reforms perform?
- What is the significance of service delivery in the NPS during the reform period?
- How has the extent of transformational leadership practice contributed to the enhancement of service delivery in the NPS?

### *1.2. Service Delivery Dimensions*

Application of transformational leadership has been associated with performance. The construct of performance and its operationalization may depend on the context of investigation. In the case of the current study, the public sector considers performance in non-objective indicators, among which service delivery falls. Service delivery was considered in the study due to the expected impact of public sector reform programs that aim at enhancing quality of services to the public that can be judged in several dimensions that may be explained using the 'Servqual' model proposed by Parasuraman, Zeithamal and Berry (1988). Service delivery is the perception of the customers on how their needs and concerns are being handled. In this study the researcher considered the five dimensions of service delivery of reliability, responsiveness, assurance, tangibles and empathy. The reliability dimension is perceived as the ability to perform the promised services by the national police service accurately and dependably as outlined in the NPS service charter that operationalizes it. Responsiveness is the willingness to help customers and provide prompt services whenever called upon at all times. Assurance is demonstrated when the employees are seen to be courteous and knowledgeable on whatever they are dealing on safety and security issues. Empathy is conceptualized as caring and providing personalized attention to the customers. The tangible dimension is the appearance of physical facilities, police station buildings, equipment's, motor vehicles, tools, and the human resources. The construct of service delivery was operationalized with thirteen items; NPS follows service charter, timelines spelt out in the charter are followed, customers being happy with the NPS service, trust between public and police, customers feeling very safe to interact with NPS staff, NPS being very efficient in service delivery, NPS being a more reliable organization, NPS displaying excellent knowledge when responding to customer needs, employees of NPS providing personalized attention to their customers, the employees demonstrating interest in heart while serving customers, NPS staff providing prompt service to customers and the NPS being very sincere when handling customers problems.

### *1.3. Previous Research*

The approach to leadership by Burns, (1978) defined leadership as a construct divided into two types, namely transactional and transformational leadership. In transactional leadership, the leader gives something in return for effort that delivers what the leader desires whereas transformational leadership was anchored on the leader's desire and ability to improve service delivery through greater moral values and ideals. Several models have been suggested on the components of transformational leadership. The model by Burns (1978) considered leadership as a process where the leaders and followers raised one another to higher level of morality and motivation. Further, burns defined leadership as a mobilization process where individuals use power drawn from motives, values, and access to resources pursuit to their goals in an organization. The Bass and Avolio model suggested that transformational leadership consists of four dimensions namely, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Day, 2011). Bennis and Nanus, (1985) developed a transformational model with four factors, namely having a clear vision of the future of the organization, social approach for followers to accept new philosophy of the organization, creating trust within the organization and lastly leaders having creativity of self-deployment. Kouzes and Posner, (1987) designed another transformational model which had five components, which included modelling the way, inspiring a shared vision, challenging the process, enabling others to act, and encouraging the heart. Stone, Russell and Patterson, (2004) argued that transformational leadership leads to organizational growth and performance. According to Morgeson, DE Rue and

Karam, (2010) the role of a leader was to foster effective team synergy to accomplish organizational goals. According to Beerel, (2012) leaders should enhance the adaptive capacity of members in a group to achieve better results.

Transformational leaders therefore need to inspire and infuse Strategy sense making to the middle managers for the success of strategy implementation (Rouleau&Balogun, 2011). They do this by developing critical thinking and holding dialogue participation (Sloan 2014), making choices and identifying optimum balance of transactional and transformational leadership for the organization to grow and fit into changing environment (Alimo& Alban, 2000; Kanter, 1989; & Bass, 1990).

Accordingly, Beer and Eisenstein, (2000) argued that there should be a clear delineation in the competing areas of focus that need attention during the implementation cutting across the strategic focus and administrative support as this has implications on the needed balance on the part of the appointing authorities when assigning personnel to serve different leadership roles driving the reform implementation process(Molina-Azorin, 2014).Such is necessary since the NPS is a subsector of the public sector where balance needs to be maintained on the strategic direction being pursued as dictated by the changed landscape in which the police serves citizens and maintaining administrative support systems that enable the service to package and deliver services for expectant citizens in compliance with established service charters. The NPS operating environment is characterised by a wave of new emerging crimes in the form of terrorism, cybercrimes, drug and human trafficking dealing with complaints, arising from highly informed citizens, protection of life and property, maintenance of law and order and human capital management.

Thus, the NPS having laid the reform program in place, it would be important to understand what dimensions of the transformational leadership construct have been considered relevant in the NPS situation during the reform process and how they ultimately explain the achieved level of service delivery. The authors therefore considered an integrated approach that borrowed from the multiple models so far proposed on the components of the transformational leadership construct. By so doing it enabled the current research to overcome the bias that has been taken by most of the previous research that leaned more towards the components drawn from the model by Burns (1978). Therefore ,the researchers adopted a seven item operationalization for the construct of transformational leadership that included: shared vision , police commanders spend more time on strategic issues than administrative issues, inspiring juniors to improve job performances while implementing strategies, police commanders build trust within and outside the NPS, assisting individual and departmental employees to implement work plans in alignment with the NPS strategies, inspiring juniors to accept strategic changes and rewarding officers according to individual and team performances

## 2. Methodology

### 2.1. Research Design

Research design is the blueprint showing the strategy to be followed, from whom the data will be collected and how it will be collected and analyzed to and answer the research questions of the study (Fiordelli, Diviani& Schulz, 2013). The study used a cross sectional descriptive and explanatory research with a clearly defined problem and use inferential and structural equation method statistics for interpretation of the data (Sekeran&Bougie, 2019). The data was collected at a fixed time. The authors studied the reform strategy implementers using the questionnaire and making a follow up through telephone calls.

### 2.2. ResearchData

The research data required was on the 2 key constructs namely transformational leadership and service delivery. Each was operationalized using indicators drawn from the extant literature so as to ensure content, construct and sampling validity. Transformational leadership was measured using 7 components that were drawn from the integrated set of transformational leadership models while service delivery was measured using 13 indicators drawn from both the model by Parasuraman et al (1988) and the NPS service charter. The research instrument was a 5-point Likert scale that required respondents to indicate the extent of practise as well as achievement for transformational leadership and service delivery respectively. The research instrument was administered through drop and pick method. Each regional commander was briefed on the nature of the research and instrument used, then allowed to administer to officers in their jurisdiction. In addition, telephone calls were made to the officers for follow up and instructions on where to return. Filled questionnaires were then send through established command structure while others were sent through post mails to reach the researcher. The field work was done between May 2020 and June 2020. A total of 472 were distributed and 444 received back showing a high response rate of 94.3 %. The distributions of the actual responses are summarised in percentages as per the categories of respondents and their biographic characteristics.

### 2.3. Participants &Sample Size

The study was done in the National police service in Kenya. The NPS is an organization established as per the Constitution of Kenya (2010) headed by an Inspector General of Police who is assisted by the Deputy Inspector General of Kenya Police Service (DIG), Deputy Inspector General of Administration of Police (DIG) and Director of Criminal Investigation. (Director). The other levels of command are Senior Assistant Inspector General of Police (SAIG), Assistant Inspector General of Police (AIG), Police Commissioner (CP), Senior Superintendent (SSP), Superintendent (SP), Assistant Superintendent (ASP), Chief Inspector of Police (CI) and Inspector of Police (IP). The command structure that supports service delivery comprises of Inspector General at the apex, two deputy inspector general, regional commanders, county commanders, sub-county commanders and at the bottom we have the ward commanders at the service delivery point. The population for this study was obtained from the various establishments in the command structure whose distribution is shown in table 1. The target population of this study was 858 officers. The sample size of 250 -300 cases is good and

acceptable (Cattell, 1978, Comrey & Lee, 1992). A total of 452 officers were selected from diverse levels of the command structure so as to study the level of practice of transformational leadership across the levels of command as well as the levels of service delivery. The unit of analysis is the police commanders. The appropriate sample size of 452 was determined using the Slovin's formula (Ryan, 2013), where:

$$\text{Sample size, } n = N / (1 + N \cdot e^2) \quad \text{Equation 1}$$

Where N=Total population size, e = margin of error and n= sample size.

The Slovin's formula was used to determine an appropriate sample size based on margin error of **0.5** at the 95% level of significance which provided a sample size of 452 officers. Since the population is not uniformly distributed in the various levels of command structure, a disproportionate stratified sampling method was used to distribute the target. Sample respondent officers as summarized in table1 so as to ensure representativeness across the levels of hierarchy.

Strategic Positions in NPS	Total Number in Population Strata	0.05 Level (Sample Size)
IG, 2-DIGS, DCI	4	4
Regional Commanders, Directors	16	15
County Commanders	47	42
Sub-County Commanders	292	169
Ward Commanders	499	222
Total	<b>858</b>	<b>452</b>

Table 1: Sample Size Determinations

Source: Authors, 2020

#### 2.4. Data Analysis

The research data was summarized using frequencies and percentages to capture the biographic characteristics of the respondents while descriptive statistics of the mean and standard deviation were used to summarize the characteristics of the variables so as to answer objectives 1 and 2. The data obtained through a 5-point Likert scale was analyzed through measures of central tendency of the mean and dispersion of the standard deviation. The mean score for each item in the instrument was computed and interpreted in comparison with the 5-point Likert scale. An overall aggregate mean and standard deviation for the entire construct was also computed. The results are shown in table 4.

Structural Equation Method (SEM) was used to answer objective 3 by extracting relevant set of factors through factor analysis based on factor loadings. The extracted factors were then used to determine the reliability of the components of the retained models for both the independent and dependent variables. The SEM Model allowed the researchers to perform several diagnostic tests to ensure that basic assumptions underlying the relevance of the data and the model used were not violated. The summary of the reliability and diagnostic tests are presented in Table 2.

Kaiser-Meyer -Olkin measure of sampling adequacy when more than 0.50 it indicates that factor analysis may be useful data in the study as indicated in the Table 2. The Bartlett's test of sphericity was less than 0.05 which indicates that factor analysis is useful for factor analysis for both the independent and dependent variables. The KMO, Bartlett's test of sphericity and Chi-square for transformational leadership and service delivery points out that satisfactory relationship is present among the items for factor analysis. The two variables passed the multicollinearity tests using tolerance and variance inflation factor (VIF). The tolerance value for transformational leadership had a minimum value of 0.264 and a maximum value of 0.533 while the service delivery had values ranging from 0.167 to 0.288 respectively all within the acceptable range of values. All the Variance Inflation Factor were less than 10 and all tolerance were greater than 0.01 which meant that there is no evidence of multicollinearity. The Cronbach's Alpha (Cronbach's, 1951) value for the transformational leadership and service delivery were 0.859 and 0.953 respectively which indicated that the instrument was internally consistent (Sekeran & Bougie, 2010). Normality tests were carried out and 175 outliers were removed after the data was subjected to *Mahalanobis distances remaining with 278 cases which fell under acceptable range* (Cattell, 1978; Comrey & Lee, 1992). The construct of transformational leadership was subjected into Principal component analysis which resulted to one theme of transformational leadership with Eigen value of 3.884 and a cumulative variance of 55.489% whereas service delivery emerged with two themes of customer satisfaction and quality service with Eigen values of 8.37 and 1.065 respectively and cumulative variance of 72.620%. Both variables met the threshold and they proceeded for further factor analysis as indicated in the table 2.

### 3. Variable characteristics & Factor Analysis

#### 3.1. Respondents' Characteristics

The table 3 below the demographic characteristics capturing gender, age, designated positions, level of education, length of service and years served in the current rank at the time of survey.

The ratio of male to female is 83 % to 17 % with males dominating the strategic positions in the NPS, whereas the age of the people occupying the strategic positions with the age of 51 years and above are 45.2 % out of the total people in strategic positions at time of the study. This implies that the NPS has to address the issue of females and underrepresented minority groups to be recruited and be offered equal opportunities for career progression to strategic positions and avoid thin representation ((ECRI, 2007).

The respondents were required to indicate their level of education during the time of study. The majority of the respondents (38.4%) had attained the secondary certificate level of education, followed by the respondents with diploma level of education (13.5 %), while those with degree (graduates) occupied (20.8%) of the studied population. In terms of respondent's length of service, the study results show that 67.3% of the respondents had over 20 years of service, 12.2% had 16-20 years of service, and 15.9 % had a service of 10-15 years of service while 4.6 % had served in the organization for less than 10 years. The findings indicate that majority of the respondents in strategic positions have experience and have acquired tacit knowledge and can share institutional memory of the organization at different reform periods. In terms of serving in the same rank, the results showed that the majority (37.5%) have served for 2-3years, 23.6% have served for 5 years and above, 23.4 % have served for 4-5 years and 15.5 % have served for 1 years and below in the same rank. The period is reasonable for officers to mature and gain experience at a particular strategic position before being considered for upward mobility.

The NPS has hierarchical structure of command with fewer officers at the top and the majority at the point of service delivery as ward commanders occupying 50%, sub-county commanders 38.9 %, county commanders 8.4 % and at the top occupying 2.7%.

## 4. Results

### 4.1. Findings on Extent of Practice of Transformational Leadership

The objective sought to establish the extent of the practice of transformational leadership in the NPS. The focus is on the transformational leadership style which should be exhibited, how officers are being treated in the organization and the key items in the NPS reform agenda for it to succeed. The results are shown in table 2.

Dimension	Mean	Std. Dev.	Observation on the Level of Practice
Sharing vision	3.62	1.052	High extent
Focusing strategic issues	2.87	0.961	Moderate extent
Inspiring subordinates	3.50	1.058	High extent
Helping to build trust	3.65	1.066	High extent
Helping to implement work plans	3.42	1.038	Moderate extent
Driving strategic changes	3.63	1.052	High extent
Rewarding subordinates for performance	2.67	1.220	Moderate extent

Table 2: Research Findings Extent of Practice of Transformational Leadership  
Source: Authors, 2020

The scale used. was rated from 1-5 ,where1 is very low extent, 2- low extent, 3-moderate extent,4- high extent, and 5-very high extent .The individual item scores as well as the overall score was interpreted in line with the structure of the scale shown in the last column of the table 4.thus in view of the mean score reported the extent of practice of transformational leadership in the NPS is rated at 3.34 which is moderate .Given the low score of the standard deviation ,it can be deduced that there is a general consensus on the level of transformational leadership practice to be moderate during the freeform period.

In all the models they have a common factor of transformational leader who should clearly share the organization vision with all employees. The leader needs to win trust from followers, and treat them with dignity. The primary role of a transformational leaders is to influence followers in an organization. It is out of these components drawn from the models, the authors extracted the dimensions of the transformational leadership and measured their levels of influence over the service delivery in the NPS.

The findings were that building trust, influencing juniors to accept strategic changes, sharing of the vision and inspiring job improvement have the highest influence of the aspect of transformational leadership towards service delivery in the NPS.

### 4.2. Findings on Level of Service Delivery

The objective sought is to establish the level of service delivery in the NPS brought about through transformational leadership driving the reforms. The service delivery in the National police service reforms in Kenya is perceived by the customers when they interact with police officers on how they respond, handle complaints reported to them. This determines what amounts to customer satisfaction and the quality of the service delivered as judged by the customer when investigating their reports. The researcher wanted to establish the significance of service delivery in the NPS during the reform period. The findings are presented in Table 3.

The scale used was rated from 1-5 where 1 is poor, 2- fair, 3-satisfactory, 4- very satisfactory and 5 -outstanding. The individual item score as well as the overall score was interpreted in line with the structure of the scale as shown in the last column of the Table 3. Thus, in view of the mean scores reported the extent of practice of service delivery in the NPS is rated at 3.32 which is satisfactory. It can be deduced that the level of service delivery in the NPS is satisfactory during the NPS reform period.

Dimension	Statement	Mean	Std. dev.	Level of Service Delivery
Reliability	Follows service charter	3.66	1.087	Very satisfactory
	Sincerity in handling customers	3.24	0.993	Satisfactory
	Efficient service delivery	3.22	0.972	Satisfactory
	Reliable institution	3.32	1.029	Satisfactory
	Aggregate score	3.36	1.020	Satisfactory
Responsiveness	Timelines followed	3.31	0.972	Satisfactory
	Prompt services	3.30	0.974	Satisfactory
	Aggregate score	3.31	0.973	Satisfactory
Assurance	Safe interactions	2.99	0.988	Satisfactory
	Displays knowledge	3.29	0.914	Satisfactory
	Trust with public	2.91	0.987	Satisfactory
	Aggregate score	3.06	0.963	Satisfactory
Empathy	Personalised attention	3.34	2.126	Satisfactory
	Heartily service	3.34	0.987	Satisfactory
	Aggregate score	3.34	1.56	Satisfactory
Services	Happy customers	2.98	0.978	Satisfactory
	Satisfied with police work	3.31	0.988	Satisfactory
	Aggregate score	3.15	0.983	Satisfactory

Table 3: Level of Service Delivery in NPS

Source: Authors, 2020

The determination of level of service delivery in the NPS during the reform period was guided by the SERVQUAL model and the NPS service charter. The servqual model has five dimensions namely; reliability, responsiveness, empathy, assurance and tangible as proposed by Parasuraman, Zeithamal and Berry (1988). The reliability dimension generated the 3 constructs and the results were that NPS staff are being sincere when handling customers problems (mean=3.24), NPS has proven to be very efficient in service delivery (mean=3.22) and has become a more reliable public institution (mean=3.32), the NPS follows service charter (mean=3.66) and an overall aggregate mean of 3.36. The second dimension of service delivery is responsiveness which generated 2 items. The item constituting responsiveness are NPS staff followed timelines spelt out in the service charter (mean=3.31) that NPS staff gives prompt services to customers (mean =3.30) with an overall aggregate mean of 3.31. The third-dimension item of service delivery is assurance which generated 3 items. The results were that customers feel very safe to interact with NPS staff (mean=2.99), staff displays excellence knowledge when responding to customer problem (mean=3.29) and there is more trust between public and the NPS (mean=2.91). The fourth service delivery dimension is empathy which consisted of two items of NPS staff give customers personalized attention (mean=3.34) and the NPS has customers interest at heart while serving them (mean=3.34) with an aggregate score of 3.34. The last dimension was the intangibles of customers are very happy with NPS service (mean=2.98) and the customers are satisfied with police work (mean=3.31) and an aggregate score of 3.14.

The other dimension of service delivery was extracted from NPS service charter. The NPS values are integrity, justice & equity, transparency & accountability, civility, non-partisan, partnership & participation. The integrity value in the NPS context imply that officers to exercise honesty, fairness when executing of duty, to be polite, courteous when handling customers, and serving customers without biasness. The service charter has spelt out timelines for different activities offered by the NPS as a measure of service quality.

#### 4.3. Findings on the Extent of Transformational Leadership Practice Contributed to the Enhancement of Service Delivery in the NPS

The objective sought to establish the extent of transformational leadership (TRL) practice to the enhancement of service delivery (SDV) driving the NPS reforms. To answer this objective, the study carried a number of operations to transform the data through application of the Structural Equation Modeling (SEM) model; The SEM model requires one to perform several procedures as;

##### 4.3.1. Step 1- Outliers

Step involves screening and removing multivariate outliers from the original data through examining the Mahalanobis distances. 175 outliers were removed out of 453 cases and 278 cases remained which was reasonable and within the acceptable range for a researcher to generalize the findings. The rule of the thumb is the larger the sample size is, the smaller is the standard error. The transformational leadership variable had seven items which passed the cut-off while service delivery had 13 items which were within the reasonable bracket.

##### 4.3.2. Step 2-Factorability Assessment

The factorability assessment involves Kaiser –Meyer –Olkin (KMO) measure of sampling adequacy which is a statistic indicating proportion of variance in the variable that might be caused by underlying factors (Kaiser, 1974). The

threshold is 0.6 and above as acceptable and the data can be useful for factor analysis (Tabachnick&Fidell, 1990). Bartlett's test of sphericity assesses the factorability and cut-off is p value of 0.000 which satisfied the significant value (Barlett,1954). The KMO measure was 0.887 which exceeded the recommended ratio. Bartlett's test of sphericity was 0.000 and attained the statistics significant value. The service delivery had a score of 0.951 for KMO and 0.000 value for Barlett's test of sphericity as indicated in table 2. Both variables passed the tests and proceeded to the next step of factor analysis.

Variable	KMO	Bartlett's Sig.	N	Approx. Chi-Square	Df	Cronbach alpha	Tolerance		VIF	
Transformational leadership	0.887	0.000	7	822.837	21	0.859	Min 0.264	Max 0.533	Min 1.878	Max 3.786
Service delivery	0.951	0.000	13	2998.316	78	0.953	Min 0.211	Max 0.288	Min 2.201	Max 4.742
<b>Total Variance Explained of Transformational Leadership to Service Delivery</b>										
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings						
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %				
TRL	3.884	55.489	55.489	3.884	55.489	55.489				
SDV Theme 1	8.37	64.427	64.427	8.375	46.668	46.668				
SDV Theme 2	1.065	8.193	72.620	1.065	25.952	72.620				

Table 4: Measure of Sampling Adequacy and Multicollinearity Tests

Source: Authors,2020

#### 4.3.3. Step 3-Multicollinearity Tests

This step determines whether the items are correlated or not. The transformational leadership items had variance inflation factor of 1.878 as minimum value and 3.786 as the maximum value and the tolerance values of 0.264 and 0.533 respectively as shown in Table 2. The service delivery had variance inflation factor of 2.201 as minimum value and 4.742 as the maximum value and the tolerance values of 0.211 and 0.288 respectively. The results show that there was no threat of multicollinearity since all values were within the bracket of rule of the thumb.

#### 4.3.4. Step 4-Factor Extraction

The factor analysis technique studies the interrelationship among variables where a large set of items can be reduced to a smaller set with factors that basically contain most of the information carried by the original set of items before extraction. The factor extraction was carried out using principal component analysis (PCA). The step determines the smallest number of factors that could best represent the study variables. The transformational leadership factor values ranged between 0.631 and 0.856 with an Eigen value of 3.884. Service delivery had factor values ranging between 0.642 to 0.861 for the first theme and 0.838 and 0.893 for the second theme with Eigen values of 8.376 and 1.065 respectively as indicated in Table 6. The items met the cut-off values and proceeded for the Varimax factor analysis.

#### 4.3.5. Step 5 Factor Rotation

The factor rotation was done with the help of Varimax method. This stage identifies the smallest set of factors that represent set of the underlying factors among the related variables whose pattern of loadings are easier and clear to interpret. The transformational leadership and service delivery had 7 and 13 items respectively. The highest transformational leadership factor loading was 0.856 while the lowest had a factor loading of 0.631. The highest service delivery factor loading was 0.893 while the lowest factor loading had the value of 0.642.

The transformational leadership was left with six items under one theme. The only omitted item was that touching police commanders prioritize between focus on strategic and administrative issues. The remaining 6 items were retained for analysis on how they contribute to service delivery. The service delivery with 13 items, only 1 item of service delivery of NPS being sincere while handling customer's problems was declared redundant. The dependent variable emerged with two themes customer satisfaction and quality of services. Customer satisfaction had 10 items with factor loadings between 0.642 and 0.8761, while the second theme of quality services had a factor loading ranging between 0.893 and 0.838 as indicated in the table 6.

Variable	Component		Variable	Component		Eigen Value		Theme
	<b>1</b>			<b>1</b>				
Transformational leadership	Min 0.631	Max 0.856	Service delivery	Min 0.642	Max 0.861	Min 0.838	Max 0.893	TRL 3.884
								SDV 8.376 & 1.065
								Two themes

Table 5: Varimax Kaiser Normalization

Source: Authors, 2020



The scale used was rated from 0= no influence, 0.1 to 0.4 low influence, 0.5=moderate influence, 0.6 to 0.7 = high influence and 0.8 to 0.9 very high influence and 1.0 outstanding influence. The factor loading indicates the closeness of the factor to the variable under study and assists in the interpretation in factor analysis. It can be deduced that the level of service delivery in the NPS is satisfactory during the NPS reform period.

Dimensions of Transformational Leadership	Para metrics	P value	Level of Contribution
Inspiring subordinates	0.856	0.000	Very high influence
Helping work plans	0.828	0.000	Very high influence
Driving strategic changes	0.810	0.000	Very high influence
Building trust	0.799	0.000	Very high influence
Sharing vision	0.670	0.000	High influence
Rewarding subordinate for performance	0.631	0.000	High influence
Dimensions of Service Delivery			
Items for Theme one of Service Delivery	Para metric	P value	Level of Service Delivery Attained
Happy customers	0.861	0.000	Very high influence
Trust with public	0.839	0.000	Very high influence
Safe interactions	0.808	0.000	Very high influence
Efficient service delivery	0.779	0.000	High influence
Satisfactory police work	0.762	0.000	High influence
Reliable institution	0.755	0.000	High influence
Display knowledge	0.718	0.000	High influence
Personalised attention	0.653	0.000	High influence
Heartily service	0.643	0.000	High influence
Prompt services	0.642	0.000	High influence
Theme two			
Follows service charter	0.893	0.000	Very High influence
Adhered timelines	0.838	0.000	Very High influence

Table 6: Levels of Contributions for Transformational Leadership towards Service Delivery

Source: Authors, 2020

#### 4.3.6. Step 6 Model Fit Statistics

The transformational leadership and service delivery variables were subjected to Normed Fit Index (NFI), Reliability Fit Index (RFI), the Tucker-Lewis Fit Index (TLI) Comparative Fit Index (CFI) were a score close to 1 indicates a very good fit (Byrne, 2010; Hu & Bentler, 1995, and Bentler & Bonnet, 1980). The Root Mean Square Error (RMSE) value of about 0.08 or less indicates acceptable fit of the model (MacCallum, et al, 1996) as shown in the Table 7.

Variable	NFI	RFI	TLI	IFI	CFI	RMSE
Transformational leadership	0.975	0.941	0.963	NIL	0.984	0.06
Service delivery	0.885	0.839	NIL	0.900	0.900	NIL
Transformational leadership on service delivery	0.873	0.839	0.870	0.899	0.898	NIL

Table 7: Model Fit Criteria

Source: Authors, 2020

The results indicate that transformational leadership scored NFI 0.975, RFI 0.941, TLI 0.963, CFI 0.984 and RMSE scored 0.06 all the values were within the acceptable bracket. The service delivery had the following scores, NFI 0.885, RFI 0.839, IFI 0.900 and CFI 0.900. All the values were within the acceptable bracket; RFI value was close to the threshold value. Overall, the structural model shown in figure 1 and the model statistics are within the acceptable fit of goodness as indicated above in table 8.

## 5. Discussion

In this study three implications emerge from the findings reported namely; the priority leadership areas of focus when implementing the NPS reforms; the contribution of transformational leadership to customer satisfaction and quality services. With regard to the priority area of focus during implementation of reforms, the study leans on the results reported on the construct of transformational leadership on the set of deleted and retained factors during the factor rotation stage. The authors find this necessary for discussion given the nature of the context where the data was obtained, the public sector that is characterized by administration bureaucracy. The deleted set of are those touching on sending more

time on administrative issues and being sincere when handling customers problems which leans on customers care relationship.

The reforms are theoretically understood and implemented as part of strategic changes process which is meant to execute a selected strategy by an organization. While administration focuses on how complaints and grievances reports should be handled in the police administration as regards to the roles, duties and services rendered by the organization. Transformational leadership focuses on inspiration of followers to improve on implementation of reform strategies, thus the reason as to why the respondents indicated that the leaders should give attention to strategic issues as opposed to the administrative ones. The strategic issues deal with crime prevention strategy, human resource management strategy, training and development strategy communication strategy, resources planning and allocation strategy and service strategies under the NPS reform package.

Variable	Item	Communalities		
		Initial	Extraction before Rotation	Extraction after Rotation
Transformational leadership	Spend more time on strategic issue than administrative issues	1.000	.324	Omitted
Service delivery	NPS sincere in handling customers problems	1.000	.655	Omitted

Table 8: Omitted Dimensions of Transformational Leadership and Service Delivery  
Source: Authors, 2020

The construct of helping work plan implementation leads to officers delivering heartily their services to customers, becoming prompt and efficient on such reports, thus resulting to restoring trust between public and police to higher scale. Further, the implementation of work plan helps directly and indirectly transfer of knowledge from the leaders who have experience to the juniors and become knowledge able and their role models. The leaders when they reward subordinates for their individual and team performances it has multiple ripple effect that the organization is satisfied with their police work, and in return the officers who become motivated provide personalized attention, the customers become happy and strive to provide consistent services to customers turning the organization to a reliable and efficient organization. Lastly, when the transformational leaders drive strategic changes through effective communication and allowing participation of subordinate officers, when it is clear what they need to do and the benefits to be reaped, they will affect the strategic changes across the organization thus leading to customer satisfaction in the NPS. The strategic changes must have been identified as strategic issues which fundamentally affects the organization mission, values, services, organization or management.

The transformational leaders need to be forthright in dealing with strategic changes and have the ability to anticipate customer needs, know how to deliver it, what they want, when they want it creating and delivering value to the customers.

### 5.1. Transformational Leadership Contributions towards Service Quality

The transformational leadership construct of sharing the vision will help the officers to understand the service charter and implement it in accordance to the spelt timelines because that is the right thing to do and is recognized by the organization through linking performance with rewards. In summary a unit increase of transformational leadership leads to 0.60 of service delivery. An effective transformational leaders will ensure that there is a staff plan to implement NPS reform agenda, allow employees to have a balanced work life including this covid-19 environment and link incentives with performances. The structural model is as shown in the figure 1.

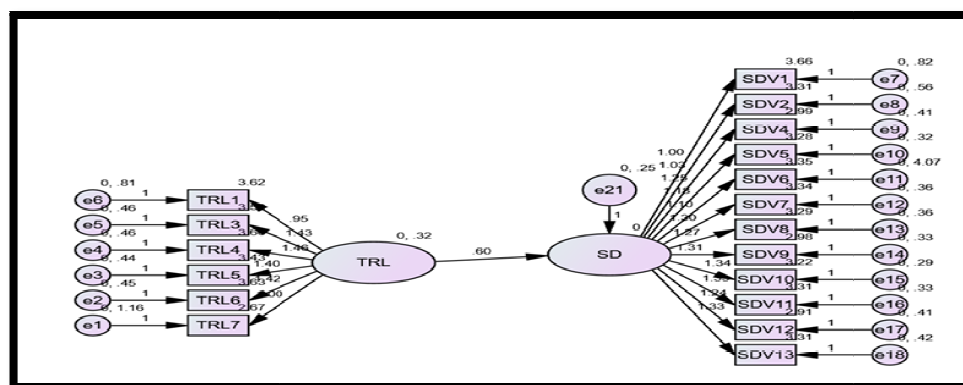


Figure 1: Structural Model of Transformational Leadership towards Service Delivery  
Source: Authors, 2020

## 6. Summary, Conclusion and Recommendations

### 6.1. Summary and Conclusion

This research identified six critical transformational leadership characteristics: inspiring junior to improve job performances, assisting individuals and departments to implement work plans, inspiring juniors to accept strategic changes, in the organization, leaders to help in building and rebuilding trust with customers, sharing of organization vision to all employees and rewarding individuals and teams as per their performances to enhance customer satisfaction and quality of services in the organization.

Transformational leadership style is significant with a unit increase influencing service delivery by 0.60 factor in implementation of the organization reform strategy when all other factors are constant.

### 6.2. Recommendations

It is important to note that these results do indeed warrant the view that transformational leadership should be practiced for the NPS reforms to succeed and enhance service delivery in the National Police Service in Kenya. One key limitation of the study was that the research was based on police leaders occupying the strategic positions; thus, the results may not be possible to generalise to other institutions. In future, research need to explore on policing under covid - 19 ecosystem in Kenya with participation of civilian customers.

## 7. Notes

- Police commanders in this study they are transformational leaders occupying strategic positions
- The servqual model was used for this study using the five condensed components instead of the ten components of the service quality
- The focus of the study is on the role of transformational leadership in implementing the NPS reforms strategies to enhance service delivery in the NPS in Kenya.
- The service delivery implies the customer satisfaction and the quality of services expected by the customers.
- Cronbach's alpha is a coefficient of internal consistent. Values of 0.80 and above is a reliable statistic.
- The Variance Inflation Factor (VIF) value of less than 10 and tolerance greater than 0.01 are the cut-off values
- The value of Kaiser Meyer Olkin measure of sampling adequacy greater than 0.5 is acceptable. The Barlett's test of sphericity of 0.000 is sufficient and acceptable.
- The threshold is that an item with a factor loading or less than 0.5 is to be declared redundant and be omitted from further factor analysis.
- On the Eigen value, the criteria are that item with Eigen value of 1.00 and above are passed for factor analysis and subjected to rotation method of Varimax with Kaiser Normalization (Hair, et al, 2009).
- The rule of thumb is factor loadings closer to 1.0 strongly influence the variable and factor loading closer to 0.0 imply that it is weak in influencing the variable

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### Appendix

Construct for Transformational Leadership	Tolerance	VIF
The NPS has shared her vision to all employees	0.356	2.805
The police commanders spend more time on strategic issues than administrative matters	0.533	1.878
The police commanders inspires the juniors to improve job performances while implementing the strategies	0.264	3.786
The police commanders help to build trust within and outside the NPS organization	0.300	3.335
The police commanders assist individual & departmental employees to implement work plans in alignment with the NPS strategies	0.288	3.472
The police commanders inspire the juniors to accept strategic change in the NPS	0.336	2.973
The police officers are rewarded according to both individual and team work performances	0.454	2.201

<b>Construct for Transformational Leadership</b>	<b>Tolerance</b>	<b>VIF</b>
<b>Construct for Service Delivery</b>		
The NPS follows the service charter	0.288	3.476
NPS staff has followed timelines spelt out in the service charter	0.282	3.548
The NPS has been very sincere when handling customers 'problems	0.282	3.545
Our customers feel very safe to interact with NPS staff	0.250	4.006
NPS staff displays excellent knowledge when responding to customer problem	0.254	3.932
Employees at NPS give customers personalised attention	0.245	4.085
The NPS has customers interest at heart while serving them	0.211	4.742
NPS staff gives prompt services to customers	0.239	4.188
Our customers are very happy with NPS service	0.210	4.766
NPS has proven to be very efficient in service delivery	0.167	6.000
Generally we feel that our customers are satisfied with our police work	0.230	4.349
There is more trust between public and the NPS	0.208	4.807
NPS has become a more reliable public institution	0.237	4.223

Table 9-Multi-Collinearity Tests

Source: Authors, 2020

### Demographics Characteristics

<b>Item</b>	<b>Category</b>	<b>Frequency</b>	<b>Percentage</b>
Gender	Males	370	83.3%
	Females	74	16.7%
	Total	444	100
Age	Under 20 years	2	0.4
	21-30yrs	18	4.0
	31-40 yrs.	114	25.7
	41-50 yrs.	110	24.7
	51 yrs. and above	200	45.2
	Total	444	100
Designated positions	Regional police commander/director(AIG)	12	2.7
	County police commander(CP)	37	8.3
	Sub county commander(SSP/SP/ASP)	172	38.7
	Ward commander(CI/IP)	223	50.3
	Total	444	100
Highest level of education	Postgraduate	87	19.6
	Undergraduate	125	28.2
	Diploma	60	13.5
	Certificate	172	38.7
	Total	444	100
Length of service	Below 10 yrs.	21	4.6
	10-15 yrs.	71	15.9
	16-20 yrs.	54	12.2
	20 yrs. and above	298	67.3
	Total	444	100
Years served in the current rank	Below 1 yr.	69	15.5
	2-3 yrs.	166	37.5
	4-5 yrs.	104	23.4
	5 yrs. and above	105	23.6
	Total	444	100

Table 10: Description of the Respondent's Demographic Characteristics

Source: Authors, 2020