PERFORMANCE MANAGEMENT PRACTICES AND SERVICE DELIVERY OF THE NATIONAL POLICE SERVICE EMPLOYEES IN NAIROBI CITY COUNTY, KENYA

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PERFORMANCE MANAGEMENT PRACTICES AND SERVICE DELIVERY OF THE NATIONAL POLICE SERVICE EMPLOYEES IN NAIROBI CITY COUNTY, KENYA

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ABSTRACT
The main objective of this study was to determine the influence of Performance Management practices and Service Delivery guided by specific objectives of; to determine the influence of performances planning, influence of employee performance coaching, the influence of employee performance assessment, the relationship between employee performance recognition on service delivery of the National Police Service employees in Nairobi City County, Kenya. Positivism Research Philosophy was the research philosophy used in the study; Descriptive analysis design was also used. The target population of this study consisted of 133 employees from the National Police Service under 10 selected police formations in Nairobi City County. Census approach was adopted and all of them were considered in the study. The questionnaire was chosen as the data Collection instrument and was self-administered to all the respondents. A pilot test was carried out to test the data collection tool. The analysis used the most common metric of internal accuracy known as the cronbach's alpha. Collected data was checked and coded for any errors or omissions, and entered into the SPSS version 24. Correlation analysis, ANOVA, and regression analysis both provided inferential statistical data and explained the impact of the interaction between the Success Assessment and Service Delivery. The hypotheses were tested at 95% confidence interval. The study established that during performance planning, the National Police Service objectives and performance goals were communicated to the employees and necessary training, resources, and support provided. The study concluded that Coaching at work required National Police Service to provide clarity by discussing and reviewing the gap between performance expectations and actual performance with the employees. The study recommended the use of performance appraisal for chalking out compensation packages for employees. Merit rating and compensation packages like bonus, high salary rates, extra benefits, allowances and pre-requisites were dependent on performance appraisal

Key Words: *Performances Planning, Employee Coaching, Employee Assessment, Employee Performance Recognition, Service Delivery, National Police Service*

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INTRODUCTION

The general aspiration of performance management is to set up a high performance background wherein people and various groups recognize and accept their roles to facilitate continuous or constant upgrading of business operations and for individual abilities and inputs in a structure under effective leadership (Bweng, 2015). Performance management is specifically meant to align personal objectives relative to organizational objectives while ensuring that people support the primary values of an organization.

According to Khaemba (2012), service delivery is any communication with the public administration through which consumers who are people, residents or businesses are seeking or providing information, dealing with their affairs or performing their duties. These programmes can be provided effectively, predictably, confidently and customer-friendly. The government has to understand the need to foster civic governance and facilitate development. Effective service delivery is important. (Govender, 2017).

In Kenya's public sector, performance management has gained traction, focusing on the quality of services through guarantee of productivity, efficacy and competence. This is achieved at several stages, ranging from person to organisational (Hope, 2018). Innovation in public service delivery in Kenya is reflected in Kenya's Vision 2030: Towards an Internationally Successful and Productive Kenya. The Government of Kenya has developed a Public Service Delivery Innovation Policy that offers a basis for systemic innovation and promotes the use of innovative innovations and best practice by public servants. The plan reinforces the tradition of innovation and explores the current capacity for innovation in service delivery.

Ying (2012) Defines the management of results as a method for ensuring people concentrate on their work in a manner that can contribute to a corporate organization's goal. On the other hand, Korir et.al (2015) describes performance management practices as practices developed by management and placed on employees primarily in an effort to connect performance to reward. This is accomplished by evaluating individual success against milestones or deliverables that are consistent with team and corporate priorities while implementing best practice.

The government and law enforcement authority, National Police Service is headquartered in Nairobi. The Kenya Police Service is a national body in charge of law enforcement in Kenya. It is subordinate to the National Police Service which is headed by Inspector General of Police who exercises independent command over the Service. Kenya Police is headed by the Deputy Inspector General and is divided into Service Headquarters in Nairobi, Formations, General Duty Commands and Training Institutions. It is governed by the NPS Act of 2011, which provides for the establishment and scope of separate formations (Kenya Police Annual Report, 2012). General Duty Commands are further categorized into Regional, City, Sub-County Commands, Police Districts and Police Stations in that hierarchy. At the end of the day all these components are reported to and are responsible to the Deputy Inspector General headquartered at the Nairobi Police Headquarters. (Koech, 2016).

Statement of the Problem

Service delivery within Nairobi City County and the metropolitan towns has been declining due to the poor service by the National Police Service (Koech, 2016). There has been an increase on organized crime, accidents and incidences, poor police visibility and responsiveness and violations of laws contributing to banks, financial and industrial centers losing financial resources (Hope, 2018).

Inadequate performance framework has contributed to poor service quality within the National Police Service and has resulted in disproportionate power and violence, often leading to premature deaths, abuse and poor police transparency (IPOA, 2018). In 2020, the police department was also declared the most corrupt public agency in the world amid massive government expenditures. (Koech, 2016).

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Most of the studies conducted on service delivery in the National Police Service have not focused on the effects of Performance Management Practices. There is little or no empirical literature available to this study on effects of Performance Management Practices on Service Delivery Mutua (2016), studied challenges of strategy implementation at NPS but failed to address issues connected to performance management. According to the studies by Oreje (2017), Factors that impact the service provision of Kenya police officers in Nairobi County, Kenya. The study scope focused only on police headquarters and not in the general police where service is delivered. Another study by Keraro & Muturi, (2019) was on the effects of performance on Public Institutions Service Delivery. The study did not articulate well key aspects in service delivery and it only focused on in Kisii County. Koech (2016), Examined Internal factors influencing service delivery within the Kenya police service in Kitui County and the service delivery measures used in the study included accountability, police culture and openness unlike the measures used in this study. Hence the study filled this gap by establishing the relationship between performance management practices and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.

Objectives of the Study

The key purpose of the research was to evaluate the effects of performance management practices and Service Delivery of the National Police Service employees in Nairobi City County, Kenya. The study was guided by the following specific objectives;

- To determine the influence of employee performance planning and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.
- To find out the influence of employee performance coaching on Service Delivery of the National Police Service employees in Nairobi City County, Kenya.
- To establish the influence of employee performance assessment on Service Delivery of the National Police Service employees in Nairobi City County, Kenya.
- To examine the influence of employee performance recognition and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.
- To establish the moderating influence of Government Policy on the relationship between performance management practices and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.

In this analysis review the following hypotheses, as null and zero, were tested:

- **H_{01}:** There is no significant relationship between employee performance planning and Service Delivery of the National Police Service employees in Nairobi City County, Kenya
- **H_{02}:** There is no significant relationship between employee performance coaching and Service Delivery of the National Police Service employees in Nairobi City County, Kenya
- **H_{03}:** There is no significant relationship between employee performance assessment and Service Delivery of the National Police Service employees in Nairobi City County, Kenya
- **H_{04}:** There is no significant relationship between employee performance recognition and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.
- **H_{05}:** Government Policy has no moderating effect on the relationship between performance management practices and Service Delivery of the National Police Service employees in Nairobi City County, Kenya.

LITERATURE REVIEW

Theoretical Review

Goal Setting Theory

The proponent of the Goal setting theory was Edwin Locke (1968). According to Locke and Latham (2013), the goal-setting theory emphasizes the essential connection between goals and success and the assumption that targets have a persuasive impact on employee actions and performance in

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organizations and management practices. The goal-setting theory suggests that the self-determined goals of workers play a key role in motivating them to produce superior performance. This is because workers want to meet their objectives. If these targets are not met, they either improve their performance or change the objectives to make them more practical. If performance improves, the objectives of the performance appraisal will be achieved. According to DuBrin (2012), managers greatly accept that goal-setting is a means to enhance as well as sustain employee performance.

Expectancy Theory

The proponent of the expectancy theory is Victor Vroom (1964). While the motivational theories of Maslow and Herzberg describe the relationship between internal requirements and resulting attempts to overcome them, Vroom's approach to hope hypothesizes commitment, success and effects in terms of interaction. Vroom's theory of hope means that intervention is a deliberate choice of alternatives, meant for fun and for pain relief Parijat, P., &Bagga, S. (2014). The hypothesis is based on the premise that people are changing their actions within the organisation to achieve their respected objectives (Oluoch, 2014). Individuals change their actions to accomplish these purposes most likely. This theory is based on the principle of success control, as forecasts of potential outcomes are expected to affect performance (Ahmad & Tariq, 2016).

The Theory of Management by Objectives

The Theory of Management by Objectives was proposed by management guru Peter Ducker (1956). Management by Objective is a management model which proclaims improvement of an organization's performance by clearly defining objectives that are agreed upon by both management and employees. According to Greenwood (2001), MBO encompasses managerial decisions as well as actions that help a firm develop and maintain a beneficial fit with the environment and be consistent with its goals and objectives. The MBO theory relies on defining the objectives for every worker and then comparing as well as directing the performance of workers against the set objectives (Manroop, 2015).

Reward Theory of Attraction

The Reward Theory of Attraction assisted the study determine the influence of Employee Recognition on Service Delivery of the National Police Service employees in Nairobi City County, Kenya. The theory was developed by Elder, Van Nguyen, and Caspi (1988) and it noted that people prefer those whose conduct is rewarding them, or who are associated with rewarding events. This suggested that people are attracted to those who in some way make them feel comfortable or attracted to those who remind them that they enjoy being around, because if a relationship offers us more reward and enjoyment than cost and pain, the relationship is likely to continue (Dobre, 2013).

Institutional Theory

The Institutional Theory was postulated by Meyer & Rowan (1977). According to Scott (1995), companies must comply with environmental laws and value systems in order to thrive. Meyer and Rowan (1977) proposed that institutional isomorphism, both systemic and formal, would give the organisation legitimacy. Institutional theorists argue that the institutional climate can have a strong effect on the creation of formal frameworks within an organisation, even more strongly than market pressures.

Innovative mechanisms that enhance technological productivity of early-adopting organisations are being legitimised in the community. These technologies eventually achieve a degree of credibility in the case of irrational, negligent or legitimate mandates not being followed. New and current organisations, even though the form does not increase performance, may at this stage take the systemic form (Hollenbeck, & Jamieson, 2015).

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SERVQUAL Model

In 1988, Valarie Zeithaml, A. Parasuraman and Leonard Berry developed the SERVQUAL system. It is a way to record and measure the level of consumers' service (Parasuraman & Berry, 1985). At the beginning, the emphasis was on the introduction of product consistency systems. In the course of time the reliability of comparable facilities has become more and more relevant.

Improved standard of service could offer a strategic advantage to organisations. Service became more critical in general, which culminated in the SERVQUAL model having a significant influence in the 1980s. Measurement services were at the time abstract and not possible to measure (Saleh and Ryan, 1991). Reliability relied on how reliable and fair the service is. Answering is for answering consumer queries or grievances quickly and appropriately.

The competence of a company contributes to its expertise and it dictates when the client can reach the appropriate department easily and effectively. Courtesy aims to be courteous to consumers and contact requires direct, truthful and timely customer information. Faithfulness is how credible and trustworthy the message of the company is. Safety is designed to improve customer loyalty and access to the service. An individual involves understanding a tailored strategy is included and better adapted for the desires and expectations of the client. Tangible details are tangible details, such as the appearance (work wear/uniforms), the decoration and the cleanliness of a structure, etc. (Kumar& Hundal, 2019).

Empirical literature Review

Performance planning is a systematic and structured approach to successfully achieve the desired goals of an individual or team throughout the assessment year. Ayachi (2015) conducted an on-site research curriculum in Tunisia analysis on adult learning techniques. The reading matrix: the study explored whether the use of strategic planning and performance administration is related or not. The study analyzed 120 Jazan companies and collected data through a questionnaire. The studies have shown that the degree of strategic planning is positively related to performance management. This finding is very important since it highlights the usefulness and advantages of practicing strategic planning in terms of performance management. The present study seeks to determine whether performance preparation has an effect on the Service Delivery of National Police Service employees in Nairobi City County, Kenya, provided that the above study has been performed in Jazan companies and cannot be generalized in the sense of the Kenyan NPS.

Coaching is a form of collaboration between the worker and the mentor, which concentrates on strengthening the talents of the employee and maximizing the full capacity of the employee.

Studies by Tung (2016) have shown that coaching is also a replacement for performance improvement, especially negative feedback, on new insights on human resources management within the global context. Coaching is a form of collaboration between the worker and the mentor, which concentrates on strengthening the talents of the employee and maximizing the full capacity of the employee. Coaching helps to unblock the workers' success potentials. The coaching method ultimately does not educate employees, but rather induces them to understand. In Wamensa's (2016) view Coaching is about improving the skills and talents of a person to enhance its job efficiency and finally to meet the organization's goals.

In a study by Iqbal, Ahmad, Haider and Batool (2013) analyzed the effects of the performance appraisal on Dera Ghazi Khan Banks. The research thesis used a descriptive research design and a sampled 150 respondents from which data were obtained with a questionnaire and analyzed with IBM SPSS and Amos softares. The results of the analysis indicate that performance appraisal and employee performance are closely related. Motivation demonstrates also that the results of

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performance appraisal and employee performance are greatly moderated.

Performance recognition is the prompt, informal or formal acknowledgment of the actions, commitment and performance of an individual or team that promotes the goals and values of the organisation and clearly exceeds usual standards.

According to empirical studies by Alam, (2013), Employee appreciation is a timely, informal or organized appreciation of an employee or a team's behaviour, programme or result that supports the company's priorities and principles and clearly exceeds normal standards. This method includes understanding employees' efforts and all places where improvement is necessary. During this process, the boss and the employee should explore means of making changes. Management can also be open to items that can be achieved better in the attempt to support the employee. As far as milestones are concerned, workers can obtain rewards orally and/or in the form of incentives or promotions (Obiekwe, 2016).

Government Policy are guidelines written to ensure a job is completed in compliance with the framework defined. In a study, Donrell (2004) suggests that the analysis of a firm should be based on its resources rather than on its products and argues that skilled personnel, machinery, efficient procedures, and capital lay a foundation for sustaining good delivery of services. Security organisations ought to devote sufficient resources to sustain their systems in order to accomplish the targets in order to be both simple and competitive, since inefficiency is likely to struggle miserably (Sugarman, 2010). Inappropriate funds hinder KPF's attempts to meet its mission are among the threats to the National Police Servvice. (GoK, 2001).

Study Raza & Dahri (2020) on the quality, satisfaction and loyalty of online banking services: revised e-SERVQUAL model and banking management are placed under pressure to suggest that they deliver customers with an emphasis on their offerings and continued improvement on production. In view of banks' financial and capital constraints, it is critical that customer satisfaction is met and measured appropriately, and that any shortcomings in customer satisfaction in service quality are found. This knowledge allows the manager to find cost-effective ways to bridge quality differences in programmes and prioritise which gaps to concentrate on essential decision-making due to scarce resources. SERVQUAL Model is a mainstream model of quality service analysis and the most common application of marketing research, as well as in other industries such as hospitality and economy.

Conceptual Framework

The conceptual model in Figure 1 below illustrates the influence that performance management systems have on the National Police Service as indicated; planning, coaching, evaluation and recognitions; police visibility and responsiveness, criminal intelligence; crime prevention; efficiency, expertise, reputation and empathy. In this case, the independent variable was the performance management systems; the national police service's service delivery is the dependent variable and the government policy moderator.

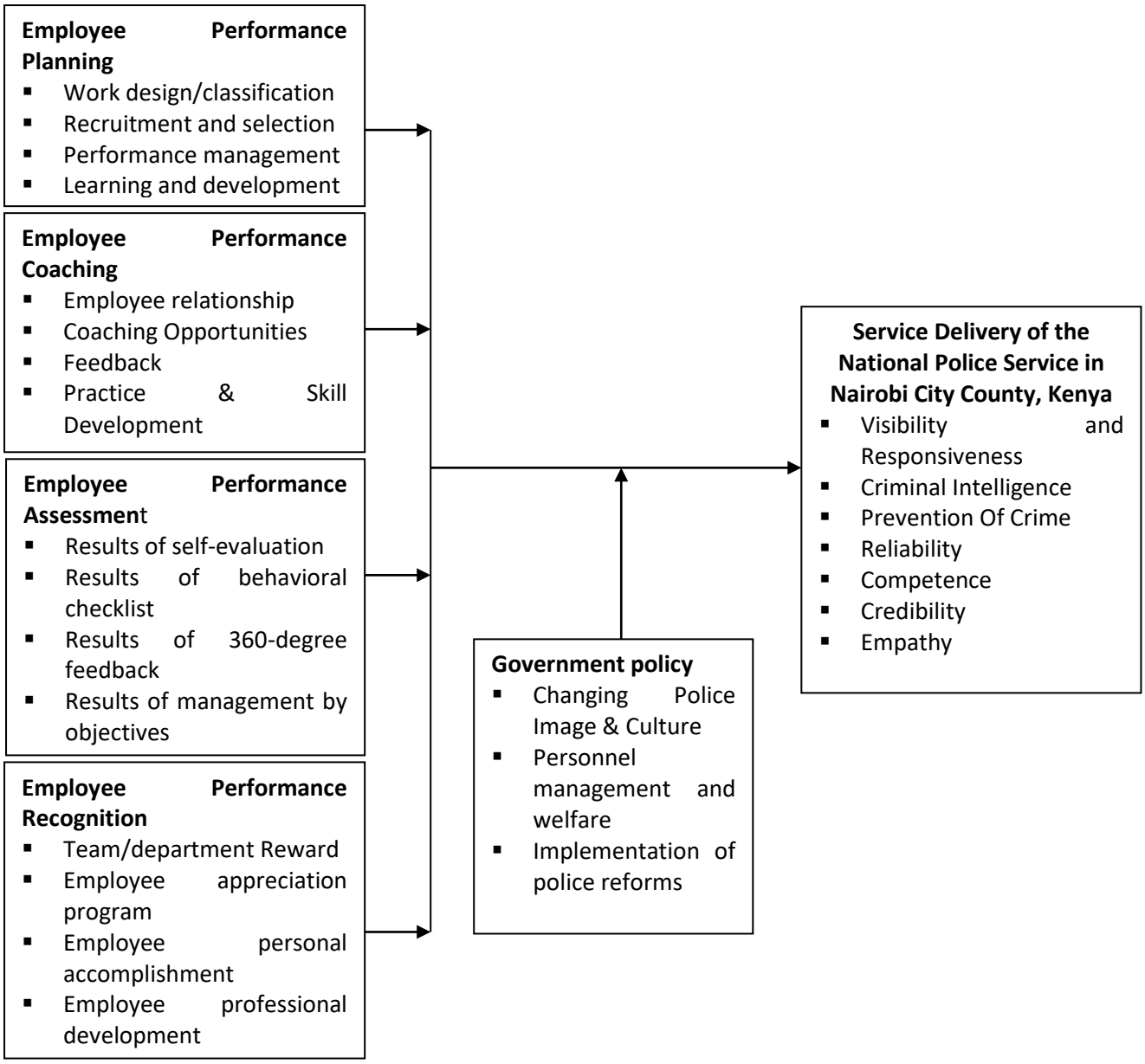

Figure 1: Conceptual Framework; Source: Researcher (2020).

METHODOLOGY

The study used positivism research design that dissociated the researcher from personal values and worked independently. Positivism Research Philosophy is the research philosophy that refers to the foundations of experience on which essential conclusions and predispositions of a thesis are centered (Macionis, 2012). According to Orodho (2012), the study used descriptive research design because the methodological approach employed quantitative approaches to address the research questions. The Target Population of the study consisted of 133 employees from the National Police Service in Nairobi County as of January 2021 under 10 selected police Formations. The 133 employees were senior employees in their area of operations and were also knowledgeable on the areas performacne practices and service delivery in National Police Service. 133 employees from the National police service were sampled from the 10 police formations in Nairobi City County, Kenya, and census approach was adopted and all of them were

considered in the study and employees from the National police service in Nairobi City County were the respondents.

Both closed and open-ended questions were used in the questionnaires. The closed questions entailed 5-point Likert scale questions. The questionnaire was divided into seven sections. Section one was used to collect data on the socio-demographic characteristics of the study participants, while section two to five had questions related to the study variables. The questionnaires were self-administered to all respondents.

Tables consisting of mean and standard deviation values to calculate empirical findings were used with quantitative reports (Saunders& Thornhill, 2013). Inferential statistics include both correlation analysis, ANOVA and regression analysis to show the strength of the relationship between Performance Management Practices and Service Delivery of the National Police Service employees in Nairobi City County, Kenya. The multiple linear regression models to test for the link between the dependent and independent variable were:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \quad \text{.....1}$$

Where:

Y= Service Delivery of the National Police Service employees in Nairobi City County, Kenya

X_1= Performance Planning

X_2 = Performance Coaching

X_3 = Performance Assessment

X_4 = Performance Recognition

β_o = The constant (intercept) which is the value of dependent variable when all the independent variables are zero.

$\beta_0 + \beta_1, \beta_2, \beta_3$ and , B_4 = regression constants/coefficients induced by X_1 X_2 X_3 and X_4 on Y.

e = the error term.

RESULTS

Descriptive Analysis

Descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire or a sample of a population. Measures of central tendency include the mean, median and mode, while measures of variability include the standard deviation, variance, and the minimum and maximum variables (Sekaran& Bougie, 2013).

Employee Performance Planning

The study sought on the extent to which respondents agreed on the given statements that relate to the influence of employee performance planning on Service Delivery of Kenya National Police Service in Nairobi County, Kenya results presented on table 1. From the findings, majority indicated that NPS uses employee performance planning to enable employees achieve their performance goals which was supported by a mean score of 3.90 and standard deviation of 1.04. The study found out that top leadership of NPS are aware of employee performance planning, and actively promote it in the service which had a mean score of 3.91 and a standard deviation of 1.04. To a moderate extent the respondents agreed that Employee performance planning help them to cope with uncertainty by formulating courses of action that we use to achieve specified results with a mean score of 3.80 and standard deviation 0.79 from the study findings it was observed that employee performance planning, employees agree on expected performance objectives mutually that enables service delivery. From the study findings this implies that a performance improvement plan lays out the steps an employee, who is underperforming, needs to take to upgrade his or her performance.

The study findings were in agreement with those of Tung (2016) that process of identifying the goals of an individual or organization and planning the best ways to achieve them. It focuses on underpinning the growth of employees and helping their career development

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Table 1: Employee Performance Planning

	N	Mean	StD
NPS uses employee performance planning to enable employees achieve their performance goals	109	3.90	1.04
Top leadership of NPS are aware of employee performance planning, and actively promote it in the service	109	3.91	1.04
Employee performance planning help us cope with uncertainty by formulating courses of action that we use to achieve specified results	109	3.80	0.79
NPS explicitly recognizes employee performance planning as a key element in its overall performance	109	4.05	0.81
Employee performance planning helps us to achieve our goals and deliberate on the expected level of performance for our jobs	109	3.94	0.90
In employee performance planning, employees agree on expected performance	109	4.25	1.03
Employee performance planning is the cornerstone of performance management at NPS	109	3.94	0.88

Performance Coaching

Respondents were requested to rate how Performance Coaching elements are practiced in Kenya National Police Service. As shown in the table 2 below the mean scores obtained shows that the respondents strongly agreed that NPS usually invites motivational speakers to talk to its employees about performance management which enables them understand performance gaps, supported by a mean of 4.08 and standard deviation 0.99. The study findings established that NPS usually organizes seminars and workshops on performance management and encourage its staff to attend to and enhance on service delivery within the county.

The study findings revealed that NPS in some cases, calls in coaches when an employee's poor performance is well beyond redemption which supported by a mean score of 4.09 and standard deviation of 0.77. To a moderate extent the respondents agreed that Coaching increases employees' job satisfaction and performance which was supported by a mean score of 3.75 and standard deviation of 0.97. The study further established that Coaching increases competencies and achievement of self-set goals due to the realized gaps which had a mean score of 4.02 and standard deviation 0.94. From the study this implies that the goal of coaching is to work with the employee to solve performance problems and to improve the work of the employee, the team, and the department. The study findings were in agreement with those of Oluoch, (2014) that receiving coaching report positive impacts in areas such as work performance, communication skills, productivity, well-being, and business management strategies.

Table 2: Performance Coaching

	N	Mean	StD
NPS usually invites motivational speakers to talk to us about performance management	109	4.08	0.99
NPS usually organizes seminars and workshops on performance management and encourage its staff to attend	109	3.97	0.86
NPS in some cases, calls in coaches when an employee's poor performance is well beyond redemption	109	4.09	0.77
NPS uses coaching to assist and support employees when they are promoted to top leadership positions	109	4.00	0.98
Coaching increases employees' job satisfaction and performance	109	3.75	0.97
Coached employees usually outperform un-coached employees	109	4.21	1.08
Coaching increases competencies and achievement of self-set goals	109	4.02	0.94

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Performance Assessment

The respondents were required to indicate the extent of the influence of performance assessment on Service Delivery of Kenya national police service in Nairobi County, Kenya. Using a scale of 1 to 5 Mean and standard deviation were calculated for ease of comparison and generalization of findings as indicated in Table 3 the respondents strongly agreed that employee performance assessment at NPS evaluates the quality of an employee's performance on the service delivered to the public which had a mean score of 4.05 and standard deviation 0.99. The study findings indicated that Employee performance assessment at NPS is an important process within a broader performance management process that links; NPS objectives, day to day performance, professional development, rewards and incentives to motive the employees which were supported by mean score of 3.87 and standard deviation of 0.84.

The study findings revealed that employee performance assessment at NPS takes feedback from co-workers and clients into consideration, in addition to observations by top leadership with a mean score of 4.08 and standard deviation 0.79. To a moderate extent the respondents agreed that Employee performance assessment at NPS is a continuous and, sometimes, complex process implying that it requires a close examination from all the departments. The study findings established that Employee performance assessment at NPS requires employees to complete an evaluation of their own performance that is then discussed during the evaluation and compared to the official evaluation with a mean score of 4.11 and standard deviation of 1.03. This implies that effective communication between employees and employers is very important. The study findings were in line with those of Paile, (2012) that Performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development.

Table 3: Performance Assessment

Statement	N	Mean	StD
Employee performance assessment at NPS evaluates the quality of an employee's performance	109	4.05	0.99
Employee performance assessment at NPS is an important process within a broader performance management process that links; NPS objectives, day to day performance, professional development, rewards and incentives	109	3.87	0.84
Employee performance assessment at NPS takes feedback from co-workers and clients into consideration, in addition to observations by top leadership	109	4.08	0.79
Employee performance assessment at NPS includes a review of the previous years' evaluation and an assessment of skills	109	4.18	1.10
Employee performance assessment at NPS is a continuous and, sometimes, complex process	109	4.06	1.00
Employee performance assessment at NPS requires employees to complete an evaluation of their own performance that is then discussed during the evaluation and compared to the official evaluation	109	4.11	1.03

Performance Recognition

The study sought on the extent to which respondents agreed on the given statements that relate to the influence of performance recognition on Service Delivery of Kenya National Police Service in Nairobi County and results presented on Table 4**.** Majority of the respondents strongly agreed that NPS usually recognizes employee's accomplishments as well as any areas that need improvement for betterment of the service delivery which had a mean score of 3.80 and standard deviation 0.73. The study findings further

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established that NPS recognizes and advises on areas of improvement to employees openly so as to identify key areas to put more efforts, which had a mean score of 4.28 and standard deviation of 0.72. The study findings positively identified that NPS Employees respond to appreciation at work, especially when it's expressed through recognition of their efforts because it confirms their work is valued which had a score mean of 3.91 and standard deviation of 0.87.

To a moderate extent the respondents stated that Employees of NPS who feel appreciated are more positive about themselves and their ability to contribute since the organisation values their input which had a mean score of 3.63 and standard deviation of 0.90. This implies that best methods for maintaining a recognition program's effectiveness is to create an element of surprise. If employees receive a day off every time they reach their sales goals, this reward can quickly turn into an entitlement. The study findings concurred with those of Muriuki (2016) that recognition efforts focus on individual achievements and behavior, leadership can boost engagement by introducing opportunities for teams and departments to reach goals and earn rewards.

Table 4: Performance Recognition

Statement	N	Mean	StD
NPS usually recognizes employee's accomplishments as well as any areas that need improvement	109	3.80	0.73
NPS recognizes and advises on areas of improvement to employees openly	109	3.91	0.87
NPS gives employees recognition verbally and/or in the form of bonuses or promotions	109	3.81	0.82
NPS Employees respond to appreciation at work, especially when it's expressed through recognition of their efforts because it confirms their work is valued	109	4.28	0.72
Prioritizing employee recognition by NPS ensures a positive, productive, innovative organizational climate	109	4.35	0.96
Employees of NPS who feel appreciated are more positive about themselves and their ability to contribute.	109	3.63	0.90

Service Delivery of the Kenya National Police Service in Nairobi

The study sought the extent to which indicators of level of service delivery of the Kenya National Police Service in Nairobi in terms of, visibility and responsiveness, criminal intelligence, prevention of crime, reliability, competence, credibility and empathy as provided in Table 5 showed that, service delivery in national police servoice lead to Reduced terrorists attacks and organized crime and Improved criminal intelligence which had a mean of 3.94 and standard deviation of 0.90. The study established that service delivery leads to Maintenance of peace and public order And Protection of lives and properties supported by 4.03 mean and standard deviation 0.91. The study positively identified that service delivery in national police service leads to Reducing Drug-dealing and the accompanying problems of robbery and gang violence supported by a mean of 4.06 and standard of 0.88. The study findings strongly indicated on national police service visibility and responsiveness that Reducing the degree of injury per incident. Like, national police service can teach store clerks how to act during a robbery which was supported by mean score of 4.02 and standard deviation 1.00. This implies that good administration is a policy objective put into practice coherently, through various regulatory and other mechanisms, to ensure quality public services. The study findings concurred with those of lias, (2017) that improve capacity and coordination among public stakeholders at different levels of government to increase efficiency, equity, and sustainability of public service provision;

Table 5: Service Delivery of the Kenya National Police Service in Nairobi

Statement	N	Mean	StD
Reduced terrorists attacks and organized crime and Improved criminal intelligence	109	3.94	0.90
Maintenance of peace and public order.	109	4.15	0.97
Protection of lives and properties	109	4.03	0.91
Reducing the number of the occurrences of the problem.	109	3.77	0.81
Reduced accidents and incidences	109	3.94	0.96
Reducing Drug-dealing and the accompanying problems of robbery and gang violence	109	4.06	0.88
Reducing the degree of injury per incident. For example, national police service can teach store clerks how to act during a robbery	109	4.02	1.00
Improved national police service visibility and responsiveness;	109	3.84	0.81

Inferential Statistics

This section contains diagnostic tests and regression analysis results.

Diagnostic Tests

Cramer's V (sometimes referred to as Cramer's phi and denoted as ϕc) is a measure of association between two nominal variables, giving a value between 0 and +1 (inclusive). It is based on Pearson's chi-squared statistic, from Table 6, the symmetric measures table regarding the strength of the relationship between the two variables, the Cramer's V value obtained from variables, Performance Planning, Performance Coaching, Performance Assessment and Performance Recognition on Service Delivery of Kenya National Police Service in Nairobi County was 0.219, 0.232, 0.242, and 0.279. This value shows that the relationship between the two variables is moderate. Further, the Cramer's V value is also positive, which indicates that the relationship is as well positive.

Table 6: Symmetric Measures

Performance Planning		Value	Approximate Significance
Nominal by Nominal	Phi	.439	.003
	Cramer's V	.219	.003
Performance Assessment		**Value**	**Approximate Significance**
Nominal by Nominal	Phi	.465	.002
	Cramer's V	.232	.002
N of Valid Cases		109	
Performance Recognition		Value	Approximate Significance
Nominal by Nominal	Phi	.483	.001
	Cramer's V	.242	.001
Performance Recognition		Value	Approximate Significance
Nominal by Nominal	Phi	.558	.005
	Cramer's V	.279	.005
N of Valid Cases		109	

Collinearly diagnostics

The following equation was used for evaluation of collinearity, 1>=VIF<=10 ⇒ Non collinearity, VIF>10 ⇒ Collinearity, 0.0>=Tolerance<=0.5 ⇒ High collinearity, 0.5>Tolerance<=0.9 ⇒ Low collinearity, Tolerance value of 1 implies no collinearity.

Performance planning and Service Delivery of Kenya National Police Service

The study findings in Table 7 showed A VIF value of 1.000 and tolerance of 1.000 were obtained in the linear regression between Performance Planning (predictor variable) and Service Delivery of Kenya

National Police Service (dependent variable). This VIF value is less than 10 and tolerance value is 1; hence, there exists no collinearity between the two variables.

Table 7: Performance planning vs Service Delivery of Kenya National Police Service

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.147	.112		19.104	.000		
	Performance Planning	.563	.030	.873	18.498	.000	1.000	1.000

Performance Coaching and Service Delivery of Kenya National Police Service

The study findings in Table 8 showed A VIF value of 1.000 and tolerance of 1.000 were obtained in the linear regression between Performance Coaching (predictor variable) and Service Delivery of Kenya National Police Service (dependent variable). This VIF value is less than 10 and tolerance value is 1; hence, there exists no collinearity between the two variables.

Table 8: Performance coaching vs Service Delivery of Kenya National Police Service

Model		Unstandardized Coefficients		t	Sig.	Collinearity Statistics	
		B	Std. Error			Tolerance	VIF
1	(Constant)	2.810	.095	29.725	.000		
	Performance Coaching	.437	.028	15.560	.000	1.000	1.000

a. Dependent Variable: Service Delivery of Kenya National Police Service in Nairobi County

Performance Assessment and Service Delivery of Kenya National Police Service

The study findings in table 9 showed that A VIF value of 1.000 and tolerance of 1.000 were obtained in the linear regression between Performance Assessment (predictor variable) and Service Delivery of Kenya National Police Service (dependent variable). This VIF value is less than 10 and tolerance value is 1; hence, there exists no collinearity between the two variables**.**

Table 9: Performance Assessment vs Service Delivery of Kenya National Police Service

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.648	.088		30.015	.000		
	Performance Assessment	.487	.026	.872	18.454	.000	1.000	1.000

a. Dependent Variable: Service Delivery of Kenya National Police Service in Nairobi County

Performance Recognition and Service Delivery of Kenya National Police Service

The study findings in Table 10 showed A VIF value of 1.000 and tolerance of 1.000 were obtained in the linear regression between Performance Recognition (predictor variable) and Service Delivery of Kenya National Police Service (dependent variable). This VIF value is less than 10 and tolerance value is 1; hence, there exists no collinearity between the two variables**.**

Table 10: Performance Recognition vs Service Delivery of Kenya National Police Service

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.609	.095		27.582	.000		
	Performance Recognition	.493	.028	.861	17.528	.000	1.000	1.000

Autocorrelation

The Durbin-Watson statistic test is often used for this purpose; to detect the existence of any autocorrelation. A Durbin Watson value of 2 indicates the absence of autocorrelation, while greater than 2 indicates negative autocorrelation and less than 2 indicates positive autocorrelation. Durbin - Watson statistic test was applied to determine whether there is a significant relationship between the dependent variable and each of the independent variables and whether the relationship is linear or not.

Performance Planning and Service Delivery of Kenya National Police Service

Study findings in Table 11 presented below, a Durbin-Watson value of 0.116 was obtained, which is less than 2. The regression model produced by Performance Planning and Service Delivery of Kenya National Police is, therefore reliable and credible as the predictor and dependent variables are not subject to autocorrelation.

Table 11: Performance planning vs Service Delivery of Kenya National Police

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.873[a]	.762	.760	.454	.166

a. Predictors: (Constant), Performance Planning

b. Dependent Variable: Service Delivery of Kenya National Police Service in Nairobi County

Performance Coaching and Service Delivery of Kenya National Police Service

Study findings in table 12 presented below, a Durbin-Watson value of 0.120 was obtained, which is less than 2. The regression model produced by Performance Coaching and Performance Coaching and Service Delivery of Kenya National Police is, therefore reliable and credible as the predictor and dependent variables are not subject to autocorrelation.

Table 12: Performance coaching vs Service Delivery of Kenya National Police Service

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.833[a]	.694	.691	.515	.120

a. Predictors: (Constant), Performance Coaching

b. Dependent Variable: Service Delivery of Kenya National Police Service in Nairobi County

Performance Assessment and Service Delivery of Kenya National Police Service

Study findings in Table 13 presented below, a Durbin-Watson value of 0.157 was obtained, which is less than 2. The regression model produced by Performance Assessment and Performance Assessment and Service Delivery of Kenya National Police is, therefore reliable and credible as the predictor and dependent variables are not subject to autocorrelation.

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Table 13: Performance Assessment vs Service Delivery of Kenya National Police Service

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.872[a]	.761	.759	.455	.157

a. Predictors: (Constant), Performance Assessment

b. Dependent Variable: Service Delivery of Kenya National Police Service in Nairobi County

Performance Recognition and Service Delivery of Kenya National Police Service

Study findings in Table 14 presented below, a Durbin-Watson value of 0.146 was obtained, which is less than 2. The regression model produced by Performance Recognition and Performance Recognition and Service Delivery of Kenya National Police is, therefore reliable and credible as the predictor and dependent variables are not subject to autocorrelation.

Table 14: Performance Recognition and Service Delivery of Kenya National Police Service

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.861[a]	.742	.739	.473	.146

a. Predictors: (Constant), Performance Recognition

b. Dependent Variable: Service Delivery of Kenya National Police Service

Normality Test

Normality test was done using Shapiro–Wilk test and Kolmogorov Tests. The study conducted normality test at 95% confidence interval for mean where the p-value was compared to determine whether to reject the null hypothesis meaning that data was either normally distributed (greater than 0.05) or not (less than 0.05).

Performance Planning and Service Delivery of Kenya National Police Service

The findings indicate Performance Planning was normally distributed in the study. Performance Planning had Shapiro-Wilk p value of 0.001 and Kolmogorov-Smirnov p value of 0.002.

Table 15: Tests of Normality Performance Planning

	Performance Planning	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Service Delivery of Kenya National Police Service	1	.311	8	.001	.736	8	.002

Performance Coaching and Service Delivery of Kenya National Police Service in Nairobi County

The findings indicate Performance Coaching was normally distributed in the study. Performance Coaching had Shapiro-Wilk p value of 0.000 and Kolmogorov-Smirnov p value of 0.000.

Table 16: Tests of Normality Performance Coaching

	Performance Coaching	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Service Delivery of Kenya National Police Service	1	.301	42	.000	.735	42	.000

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Performance Assessment and Service Delivery of Kenya National Police Service

The findings indicate Performance Assessment normally distributed in the study. Performance Assessment had Shapiro-Wilk p value of 0.000 and Kolmogorov-Smirnov p value of 0.004.

Table 17: Tests of Normality Performance Assessment

	Performance Assessment	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Service Delivery of Kenya National Police Service	1	.497	24	.000	.460	24	.004

Performance Recognition and Service Delivery of Kenya National Police Service

The findings indicate Performance Recognition normally distributed in the study. Performance Recognition had Shapiro-Wilk p value of 0.000 and Kolmogorov-Smirnov p value of 0.000.

Table 18: Tests of Normality Performance Recognition

	Performance Recognition	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Service Delivery of Kenya National Police Service	1	.475	19	.000	.519	19	.000

Heteroscedasticity Test

This study tested for heteroscedasticity using the Breusch-Pagan test. The null assumption was homoscedastic residuals. This meant the existence of heteroscedasticity if the F statistics highly rejected the null at 95 percent confidence level. If the p-value is greater than 0.05, it displays constant variance. The reported value was 0.8502 for the model thus the null hypothesis was not rejected. Therefore, the data didn't suffer from heteroscedasticity as indicated in Table 19 below.

Table 19: Breusch-Pagan Test for Heteroscedasticity

Model 1
chi2 (1) = 0.06
Prob>chi2 = 0.8502

Regression Analysis

Result in Table 20 indicated that a variation of R^2 =0.791 in dependent variable can be attributed to changes in independent variable as a 79.1% change in the Service Delivery of Kenya National Police Service in Nairobi County attributed to changes in the Performance Planning, Performance Coaching, Performance Assessment and Performance Recognition.

Table 20: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.
1	.894a	.799	.791	.427	.001

a. Predictors: (Constant), Performance Planning, Performance Coaching, Performance Assessment and Performance Recognition

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Analysis of Variance

Result in Table 21 indicated that the Total variance (103.272) was the difference into the variance which can be explained by the independent variables (Model) and the variance which was not explained by the independent variables (Error). The study established that there existed a significant goodness of fit of the model $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$. Based on the findings, in Table 21 the results indicate the F_{Cal} =103.272> F_{Cri} = 2.261 at confidence level 95 % and sig is 0.000<0.05. This implies that there was a goodness of fit of the model fitted for this study.

Table 21: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.373	4	18.843	103.272	.000[b]
	Residual	18.976	104	.182		
	Total	94.349	108			

a. Dependent Variable: Service Delivery of Kenya National Police Service in Nairobi County

b. Predictors: (Constant), Performance Planning, Performance Coaching, Performance Assessment and Performance Recognition

Coefficient Analysis

The established regression equation was;

$Y = 3.127+0.549X_1+0.673X_2 +0.738X_3 +0.881X_4+e$

From regression results in Table 21, the 1.622 represented the constant which predicted value of (Service Delivery of Kenya National Police Service) when all Performance Management Practices effects remain constant at zero (0). This implied that Service Delivery of Kenya National Police Service productivity would be at 1.622 holding performance planning, Performance Coaching, Performance Assessment and Performance Recognition at zero (0). Regression results revealed that Performance Planning has significance influence in Service Delivery of Kenya National Police Service as indicated by β_1=0. 829, p=0.000<0.05, t= 6.943. The implication is that as increase in Performance Planning lead to increase in firm's performance by $\beta_{1=}$ 0.829. Performance Coaching has a significance influence as indicated by β_2= 0. 525, p=0.000<0.05, t=4.031. This implied that an increase in Performance Coaching would lead to an increase in Service Delivery of Kenya National Police Service in Nairobi County by β_2=0.525. This implied that Performance Coaching was effective in improving the performance of the firms. From the regression findings, the study revealed that there existed a significant positive relationship between Performance Assessment and Service Delivery of Kenya National Police Service as indicated by β_3=.465, p=0.001<0.05, t=2.287

The regression findings further indicated that there existed a significant relationship influence of Performance Recognition and Service Delivery of Kenya National Police Service as indicated by β_4= 0.110, p=0.002<0.05, t= .564. This implied that an increase in Performance Recognition would lead to an increase of Service Delivery of Kenya National Police Service as indicated by β_4= .110

Table 22: Coefficient Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.622	.163		9.926	.000
	Performance Planning	.829	.119	1.263	6.943	.000
	Performance Coaching	.525	.130	.983	4.031	.000
	Performance Assessment	.465	.203	.818	2.287	.001
	Performance Recognition	.110	.195	.189	.564	002

a. Dependent Variable: Service Delivery of Kenya National Police Service in Nairobi County

CONCLUSION AND RECOMMENDATION

The study concluded that employee performance planning positively influenced Service Delivery of the National Police Service employees in Nairobi City County, Kenya. The study also concludes that during performance planning, the National Police Service objectives and the performance goals were communicated to the employees and the necessary training, resources, and support were also provided.

The study concluded that Coaching at work requires National Police Service to provide clarity by discussing and reviewing the gap between performance expectations and actual performance of the employees. This requires providing detailed examples of alternative behaviors that employees can try in different situations. When coaching employees to improve performance, it isn't about telling them what to do in every possible scenario, but giving clear feedback that helps them identify an ideal solution. Kenya National Police Service should be prepared to explain why specific behaviors, results, or actions need to change, how they should change, and where you would like to see the person as a result of changing their behaviors or actions.

The study concluded that the best way to assess performance is to begin by defining employee expectations through a competency mapping process of each job. Once Kenya National Police Service develops the competency map, everything else flows from there. The next step is to define the level of job performance and to select a simple rating scale to evaluate the job performance. The performance assessment measures how well the employees perform the skills required for the job. It takes into account the observable tasks, behaviours and attitudes that together constitute the right way to do the job. Once performance is assessed, the employees and supervisor/manager work together to create a plan for the individual to develop.

The study concluded that Performance Recognition in Kenya National Police Service should involve linking recognition efforts to the National Police Service current goals, values, and objectives. If all rewards are tied to earnings, it sends a clear message to employees that earnings are the only measure of success. Instead, if recognition is linked to earnings, workplace safety, customer service, and corporate responsibility employees understand that these are all top of mind for the National Police Service leadership. Appreciation should involve thanking employees. A show of appreciation happens on a one-on-one basis or through recognition in front of a professional's peers. Appreciation has the advantage of being a flexible, low cost measure that is easy to implement and that truly makes employees feel valued by leadership.

The study recommended Identifying KPAs and setting quantifiable targets wherever possible as the only way of planning one's performance planning of Kenya National Police Service. National Police Service should stress on increasing objectivity in ratings through KPAs. KPAs help in reducing subjectivity but sometimes not in very visible ways. Objectivity in appraisals is difficult to achieve and ratings will always have limitations. The National Police Service only way out is to inculcate a planning orientation and role clarity through KPAs than improving objectivity.

The study recommended Goal of performance coaching is not to make the employee feel bad, nor is it provided to show how much the HR professional or manager knows. The goal of coaching is to work with the employee to solve performance problems and to improve the work of the employee, the team, and the department. Employees who respond positively to coaching and improve their performance can become valued contributors to the success of the business. Employees who fail to improve will find themselves placed on a formal performance improvement plan, known as a PIP. This sets up a formal process wherein the leadership meets regularly with the underperforming employee to provide coaching and feedback**.**

The study recommended performance appraisal helps in chalking out compensation packages for

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employees. Merit rating is possible through performance appraisal. Performance Appraisal tries to give worth to a performance. Compensation packages which include bonus, high salary rates, extra benefits, allowances and pre-requisites are dependent on performance appraisal. The criteria should be merit rather than seniority. The systematic procedure of performance appraisal helps the supervisors to frame training policies and programmes. It helps to analyse strengths and weaknesses of employees so that new jobs can be designed for efficient employees. It also helps in framing future development programmes.

The study recommended Recognition as a timing element: it must occur so that the performance recognized is still fresh in the mind. If high performance continues, recognition should be frequent but cautiously timed so that it doesn't become automatic. Furthermore, like rewards, the method of recognition needs to be appropriate for the achievement. This also ensures that those actions which go farthest in supporting corporate goals receive the most attention. However, Kenya National Police Service should remain flexible in the methods of recognition, as different employees are motivated by different forms of recognition

Further study

This study was not exhaustive as it was only limited to performance planning, performance coaching, performance assessment and performance recognition on Service Delivery of the National Police Service in Nairobi City County, Kenya. It was therefore recommended that another study be replicated in other arms of government; this is because Performance Management Practices is a key factor in determining service delivery in all government institutions. The analysis was limited to the information disclosed by the respondents. The regression model summary showed that the variables considered did not explain 100% variation in the dependent variables of 79.1% meaning that the study had left out other important variables which should be considered in future studies.

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