

**EFFECT OF REWARD STRATEGIES ON NATIONAL POLICE SERVICE
DELIVERY IN NAIROBI COUNTY KENYA**

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Degree of Master of Business Administration (Human Resource Management) of
Masinde Muliro University of Science and Technology**

NOVEMBER, 2023

DECLARATION

I declare that this Thesis in my own original work prepared with no other than the indicated sources and support and has not been presented elsewhere for a degree or any other award.

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DEDICATION

I would like to dedicate this work to my immediate family, my father Ernest Khalwale Shitsama my mother Hilda Anne Asiko and my siblings who inspired me to accomplish this task.

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First and foremost, I express my profound gratitude to The Almighty God for His protection, mercies and for granting me the elegance to come to this level in my academic endeavors. I would like to express my utmost gratitude to all those who contributed towards the completion of this project. I also thank my classmates from the Masinde Muliro University of Science and Technology for their support and great concern. Much regards to research supervisors Prof Otuya and Dr Fredrick Kiongera for guiding me this research, despite having a busy academic schedules, still found time to respond to my enquiries. I thank the entire National Police Service bosses most especially the Inspector General of police and the Nairobi County bosses for their unending support towards this thesis. Im also most grateful to my bosses Joseph Mulatya and Shauline Ledaa for allowing me ample time to do carry out this research despite the busy nature of our job, not forgetting the police officer within Nairobi County and the entire National Police Service who gladly accepted to respond to my questionnaires hence enabling this study to proceed. I remain grateful to my supportive family who stood by me in all the circumstances despite the tight commitment that I gave to this study, depriving them of family time. To my son Mark Andrew and my Spouse Samuel Lalu, thank you. To everyone who assisted in one way or another and hasn't been mentioned, I remain grateful.

ABSTRACT

Despite the fact that the National Police Service is mandated to protect the lives and property of the people as stipulated in the Kenyan constitution, it continues to face unprecedented pressure to improve its services to the public. Despite several changes being witnessed in the recent past including annual recruitment of personnel, increased recruits training duration, acquisition of sophisticated weapons, advancement in technology and most recently the merger of Kenya police service and Administration Police service officers to increase personnel, yet no significant changes have been witnessed when it comes to efficiency in their service delivery. According to Kenya crimes and statistics there has been a sharp increase in the crime rates in Kenya with an 8.21 increase between the year 2020-2021. The general objective of this study was to assess the effect of Reward Strategies on delivery of Services for National Police of Nairobi County. The specific objectives were to establish the effect of monetary reward strategies on delivery of Services for National Police of Nairobi County to determine the effect of non-monetary reward strategies on delivery of Services for National Police of Nairobi County and to establish the moderating effect of organization factors on reward strategies and delivery of Services for National Police of Nairobi County. The study adopted a descriptive survey research design. The National police service staff population in Nairobi County was 9530 of which of 400 was sampled with a turnout of 338. Primary data was obtained frequencies and percentages as inferential statistics based on Pearson correlation analysis and simple linear regression analysis. The results of this research were useful not only to the County of Nairobi but also to the government of Kenya and all stakeholders once undertaken for instance; to the County of Nairobi, the research would help in meeting their strategic plan on sustainable security. To the government of Kenya, the research would be very important in helping it meet its vision 2030 and hence security to its citizens. The findings were that monetary reward strategies and non-monetary reward strategies had significant positive effect on delivery of Services for National Police of Nairobi devolved government. The study further found that organizational factors had a moderating effect on the relationship between rewards strategies and delivery of Services for National Police of Nairobi County. Therefore the entire null hypotheses were rejected. The study concluded that, monetary rewards had the highest significance. Workers preferred financing rather than congratulatory signs based on recognition and positions. The study also noted that police service leadership played a role on their well-being hence improved performance and delivery of services. The National Police service commission should work on modalities of improving remuneration especially salaries given to the police officers to ensure morale and improved service delivery .The National Police service commission should periodically review and improve job placement of employees to ensure employees qualifications, utilize them. The Management style of supervisors should improve to focus on appreciating employees of the National police service since it enhances the relationship between rewards and service delivery. The organizational structure should be reviewed to reduce bureaucracy so as to ensure service delivery since the study established that improved structures had an effect on the relationship between rewards and service delivery.

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ABBREVIATIONS AND ACRONYMS

A.I.G	-	Assistant Inspector General
APS	-	Administration Police Service
DCI	-	Directorate of Criminal Investigations
GSU	-	General Service Unit
IAU	-	Internal Affairs Unit
IC3	-	Integrated communication command and control center
IG	-	Inspector General
KPS	-	Kenya Police Service
KNCHR	-	Kenya National Commission on Human Rights
NPS	-	National Police Service
O.B	-	Occurrence Book
OCPD	-	Officer Commanding Police Division
OCS	-	Officer Commanding Station
PC	-	Police Constable
S.A.I.G	-	Senior Assistant Inspector General
S.S.P	-	Senior Superintendent of Police

OPERATIONAL DEFINITION OF TERMS

- Crime:** The intentional commission of an act acceptable by the society
- Crime index:** An estimation of the overall level of crime in a given city or County.
- Monetary:** It is an extrinsic reward usually financial and is tangible.
- Rewards:** Nature. Managers provide them to their employees including; salary, bonuses, paid leaves, retirement benefits, wage incentives and allowances.
- Non-Monetary** It is an intrinsic or non -financial gain, basically praises,
- Rewards:** Promotions and recognition, flexible work schedules, career development.
- Reward:** This refers to appreciation of police service, either in monetary or non-monetary form.
- Reward strategy:** Idea used to establish a specific goal, that is, service delivery in the National police.
- Service delivery:** It is a process assessed through crime prevention, security enhancement, target attainment and citizen satisfaction within the police service.

CHAPTER ONE

INTRODUCTION

Service delivery is an important part of Job performance in any existing organization. Service delivery provides a complete end to end lifestyle and can be used as a reference for running projects with similar characteristics (Kumar, 2015).

A study by Yavuz (2014) in Turkey on the use of reward strategy and its influence on public sector performance. The study explored both monetary and non-monetary rewards grounding them to be of impact on performance of Turkey firms. There was a positive significant impact on performance. This study analyzed the role of employee needs preference employing Maslow needs theory, in case of physiological needs monetary rewards were the best (Yavuz, 2014). Physiological needs are prime and most primary to guide other needs and therefore finances will be the first reward approach before non financial rewards. In Turkey employees were more centered on monetary approach. The current study gave weight to both monetary and non monetary. The moderating role of organizational factors, specifically culture and management style gives weight on the matter.

Ozturk and Dundar (2013) carried out a United Kingdom based research on reward determinants of public sector performance. The study was based on non-monetary rewards and found that promotions and appreciation had an insignificant influence on performance. Services were not realized as the organization failed to give weight on monetary rewards that could improve the livelihood of employees. This study failed to

examine the factors within the organizations that had a role on rewards and delivery of services.

Uzonna (2013) conducted a study on the influence of motivation factors on performance of Credit West Bank in Cyprus City. The study found a positive relationship between motivation and performance. This was clearly managed through monetary rewards that laid the foundation for motivation. This study failed to articulate reward as an independent variable but studied reward as a measure of motivation. It failed to point out the organization factor role of the bank to performance. The study examined banks and not devolved units and it was in Cyprus and not Kenya. Furthermore it used performance as a dependent variable and not delivery of services. The current study therefore prioritized reward strategies and delivery of services for Nairobi County.

Agwu (2013) examined the monetary reward influence on delivery of services in Nigeria and found monetary reward to be a spice for job performance hence delivery of service. The positive significant influence makes monetary reward to be of great role in service delivery. This study failed to articulate both rewards as independent variables but studied financial rewards exempting non financial rewards. It failed to point out the organization factor role on performance. The study examined Nigeria and not Kenya. The current study therefore prioritized reward strategies and delivery of services for Nairobi County.

Harunavamwe and Kanengoni (2013) examined the reward motivating attributes on performance of South Africa private firms. The study found a positive influence for monetary rewards on performance and a negative influence of non-monetary reward on performance. This study failed to point out the organization factor role on performance.

The study examined private sector and not devolved units and it was in South Africa and not Kenya. Furthermore it used performance as a dependent variable and not delivery of services. The current study therefore prioritized reward strategies and delivery of services for Nairobi County.

An examination by Roberts (2015) on Ugandan public sector established that recognition had a positive influence on delivery of services. The study failed to articulate other non-monetary reward strategies that could play a role such as promotion and failed to examine the monetary rewards strategies. The current study examined both non-monetary and monetary and articulated the organizational factor role on delivery of services. This study was conducted in Uganda and not Kenya. Furthermore it is based on non-monetary rewards and not reward strategies as a whole. Lacked a moderator as provided under this study

A study in Tanzania Imbahale, (2016), carried out a research on monetary and non-monetary rewards toward service delivery. The main objective was to analyze the monetary and non-monetary rewards service delivery. A positive significance influence of both monetary and non-monetary reward affected delivery of services for Tanzanian firms. Training was proposed to be the guide towards the best non-monetary reward strategy. The above study failed to cross examine the impact of leadership styles and culture on firm performance. Imbahale (2016), research dwells much training as non-monetary and fails to critically examine monetary and articulation of organizational factor role on delivery of services.

Sanders (2012) Carried out a research on non-monetary rewards influencing performance of Corporations in Tanzania. The population of 500 respondents asserted that employee recognition, career development and training had a positive influence on performance of institutions Corporations in Tanzania. This study failed to point out the organization factor role on performance. Furthermore it used non-monetary reward as independent variable and not rewards strategies; it used performance of dependent variable and not delivery of services. The current study therefore prioritized reward strategies and delivery of services for Nairobi County.

Kenyan context shows that both monetary and non-monetary rewards have been examined though under different dynamics, methodological approaches and on different entities with less attention on police service. Ngatia (2014) examined non-monetary rewards on Muranga water and sanitation company performance, Murang'a County. There was a positive significant influence between employee recognition, employee independence and delivery of services. Gastrow (2019) examined motivating elements for performance of Kenyan National Police Service and found that motivation was spiced through monetary rewards. The study recommended salary review for employees' well being. This study failed to point out the organization factor role on performance. Furthermore it used motivation as independent variable and not rewards strategies; it used performance of dependent variable and not delivery of services. The current study therefore prioritized reward strategies and delivery of services for Nairobi County.

A study on Nairobi County conducted by Kaguiria (2019) was on police service but examined the motivation role on service delivery. The study found that rewards motivated employees hence a positive impact on service delivery. However the study

did not examine monetary and non-monetary rewards but motivational value. The study did not look at the National police structure organizational factors and their impact on performance.

A Kenyan based study by Ngatia (2015) examined non-monetary type of rewards on delivery of services in private sector entities; the study involved 200 employees who stated that there was a significant impact of career advancement on delivery of services. The study recommended training as the factor towards career advancement. The study further established that work life balance was a non-monetary reward to be considered.

Armstrong (2017) conducted a Kenyan study on monetary rewards influence on hospitals in Nairobi County. The study found that there was a positive influence between monetary rewards and delivery of services for hospitals in Nairobi. The cultural composition had a negative impact on delivery of services for hospitals in Nairobi as most cultures were archaic and backward in nature.

Service delivery under police service is assessed through crime prevention, security enhancement, target attainment and citizen satisfaction. A police officer has duties to perform under powers granted (NPSA, 2021). In Uganda 3097 junior officers were promoted as a motivation strategy creating a room in the ranks hence increasing efficiency (Government of Uganda, 2021).

The Kenya police force has since undergone tremendous achievements and changes until the formation of the NPS. It is the OCS who heads the station and allocates his personnel duties and responsibilities mostly considering files and ranks, the crime rate within his jurisdiction,

the development in the area or jurisdiction. This helps to ease service delivery to the people, that is, reduce crime rates within the jurisdiction, maintenance of law and order within the jurisdiction, protection of life and property within (NPS, 2011).

The constitution of Kenya (2010) gave rise to formation of National Police service (National Police service Act, 2011) where is mandated to protect lives and property of its people within its borders, provision of law and order, peace execution, investigation of crimes, prevention of peace, investigation of crimes, prevention and enforcement of law, regulations and order within its borders. The National Police service is headed by the Inspector general of police and flanked by his two deputies that is D.I.G KPS, D.I.G APS and Director D.C.I who are people centered, honest to the public and to self (Ransley report 2009)

In 2021 transparency international ranked Kenya as position 154 on corruption tendencies in the police service. This was out of 182 countries under investigation. In East Africa it has gained momentum that the police sector of member states performed dismally on accountability and transparency. The NPS had the worst record of 81% expression of corruption index from Kenyans (Transparency International, 2020). In this case there is dire need to look into exactly what is ailing the NPS service delivery hence extreme need to figure out how reward strategies within the NPS affect service delivery (Transparency international, 2021).

The Kagwira Mbogori (2015) KNCHR taskforce with the aim of creating accountability by officers of the NPS so as not to misuse powers conferred to them and also bring to book those who do not carry out their duties as required of them.

Gastrow (2019) in his report on the National Police Service of Kenya, he recommended enhanced training facilities and standards for police officers stressing on the importance of upgraded training facilities and standards. He also recommended the reintroduction of commander's courses and any officer who may have been deployed as the Station Commanding Officer without having undergone the commanders' course should be redeployed from the station management until he/she successfully completes the commanders' course. Ransley (2015) on NPS Kenya, Police reforms recommended that police service members need continuous training at work. There therefore means that there is great need for training institutions to offer enhancement courses for managers who are to offer training on the job to their employees.

1.2 Statement of the Research Problem

The National Police Service has its core mandate as protection of lives and property of the people under its jurisdiction as stipulated in the constitution of Kenya, however it continues to face unprecedented pressure to improve its services to the public as the number of criminal cases keeps rising as the trust from citizens to the police service is low. Police service commission was rated last in the report by the auditor general on performance ranking (G.O.K, 2022). The cause of poor service delivery has been attributed to less approach on rewards and increase on crime rate as a result of high population. According to Kenya crime rate and statistics (2021) there has been a sharp increase in the crime rates in Kenya for 2020-2021 with an 8.21 increase. The Number of Institute crime report (2021) put the crime index at 58.12 while the safety index at 41.88 in Kenya Nairobi County taking the lead in crime rates. Nairobi County scored a 65.24

crime rate with an increase of 7.06 in the past 3 years. This is a clear indication that the policemen and women are not working as per expectations despite increase in personnel (annual recruitment of other 10,000 police recruits), increased training durations, acquisition of sophisticated weapons, advancement in technology thus digital OB, IC3 and most recently merger of the KPS and APS to increase personnel.

Previous studies have brought to book the concept of reward strategy as the tool to service delivery however with contradictory findings. Harunavamwe and Kanengoni (2013) found that monetary and nonmonetary rewards positively affected service delivery while Ozturk and Dundar (2013) finds non-monetary rewards to be of a negative effect.

Furthermore these studies are not addressed to police service and do not address reward strategies as a whole. The current study also bridged the gap by utilizing the organization factors on moderating role. Therefore the study sought to examine the effect of Reward Strategies on National Police on delivery of services in Nairobi County, Kenya.

1.3 Research objectives

1.3.1 General objective

The general objective of this study was to assess the effect of reward strategies on national police service delivery in Nairobi County, Kenya.

1.3.2 Specific objectives

- i. To establish the effect of monetary reward strategies on delivery of Services for National Police Service in Nairobi County, Kenya.

- ii. To determine the effect of non-monetary reward strategies on delivery of Services for National Police Service in Nairobi County, Kenya.

1.4 Research Hypothesis

H₀₁ Monetary reward strategies have no significant effect on delivery of Services for National Police in Nairobi County, Kenya.

H₀₂ Non-monetary reward strategies have no significant effect on delivery of Services for National Police in Nairobi County, Kenya.

H₀₃ Organization factors have no significant effect on the relationship between reward strategies and delivery of Services for National Police in Nairobi County, Kenya.

1.5 Justification of study

It is without doubt that the NPS has continued to receive lots of backlash attributed to poor service delivery towards the general public. The recent police reforms put immense focus on uniform issues, Human capital increment training reforms, technology including digitized OB, opening of the IC3, The establishment of oversight organizations are up in arms to combat corruption and prosecution of wrong-doers in the NPS. Unfortunately little effort has been done to look at police reward strategies in their line of duty including both monetary and non-monetary compensations, This study seeks to examine how independent variables(monetary reward strategies and non-money reward strategies) the moderation variables(organizational factors) can influence service delivery and an overall sound, efficient and vibrant and effective NPS In Kenya.

1.6 Significance of the Study

1.6.1 Government

This study's findings would be of major importance in assessing how reward strategies can be major tools in improving service delivery in a developing economy such as Kenya and could help both management and employees to help resolve their grievances without leading to strikes or any other industrial action. It could also be vital to the government of Kenya as it may guide on a reward strategy approach towards police staff. It may guide on service delivery progress and hence act as a guide towards an effective reward strategy approach for police force.

1.6.2 National Police Service Commission

The study findings may assist in policy formation for the commission and act as a guide on the best motivational practices to provide for the police service. Police service commission may then use the guide in ensuring welfare of the police service is okay.

The police service may know dynamics regarding the reward system and ensure that reward strategies for organization growth are attained. Rewards among police officers would lead to effective service delivery.

1.6.3 Scholars

To the learners interested in adding knowledge on the concept of reward strategy this research may shed light on such efforts. Scholars may gain needed knowledge from the findings and use it to improve further studies in the subject area. The study therefore

addresses matters that would be built on by future studies hence enriching existing literature on reward system and service delivery.

1.7 Scope of the study

Nairobi County is the center of research on The Effect of Reward Strategies on the National Police Service Delivery in Nairobi County, Kenya covering Kenyan Administration police, Kenya police service and DCI for Nairobi County. The study narrowed down on reward strategies towards service delivery. Nairobi has 17 Sub-Counties in total (Constitution of Kenya, 2010) however the police service has their own set up on 11 sub counties (Police Service of Kenya, 2020). The County has eleven police Sub-counties namely: Embakasi, Kayole, Kasarani, Buruburu, Starehe, Dagoretti, central, Kilimani, Gigiri, Langata and Makadara. (GOK, 2019) It covers an area of 692 km² (GOK, 2019).

The target population was 9530 and a sample of 400 police officers. The study covered a period of 8 months from April to December 2022. The study utilized both monetary and non-monetary reward strategies while using moderating factors such as organizational factors and management style.

1.8 Limitations of the study

It goes without saying that indeed that during the entire study, several mishaps and hiccups were experienced, not forgetting the bureaucracy within the National police service when it came to getting permission to carry out this study. Being a disciplined service, NPS follows

strict rules and regulation entirely. Permission had to be sought from top command officers before carrying out the research. This may not be the case to all public sector organizations hence limitation of the research generalizability.

When it came to distribution of questionnaires permission had to be sought again from the OCPD and OCS before any officer could pick and answer them. Another issue arose when it came to the feeling of questionnaires where the slow pace of response did push this study to take longer than initially planned for in this scenario, help of research assistants was employed to help distribute or follow up the questionnaire responses.

Each sector is different in its own way, hence the result of the study may not be taken to be entirely true to all sector, Therefore scholars who wish to part-take in future research to conduct their studies incorporate other organizational factors such as technology, environment, and organizational culture.in diverse sector, This study was based mainly on National police service officers, who are employees of the NPSC thus if the research was conducted on other employees in the private sector, the magnitude and direction of the relationship, between the variables used in the study might differ. It's in this breath that research study recommends future studies to include private sector or similar industries. The study relied of moderating factor that were organizational structure and many style future studies could try to incorporate other organizational factors such as technology, environment, organizational culture.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a review of literature based on reward strategy and delivery of service that have previously been carried out by researchers and scholars. Theories guiding the study, conceptual review, a review of empirical data and gaps in knowledge were examined.

2.2 Theoretical Review

In the past, several theories have been reviewed which are significant to the research study topic. This was done so as to determine contemporary thinking on the study subject. This is based on Expectancy; Herzberg, Equity and McGregor's theories. The origin, meaning and link to variables were provided.

2.2.1 Expectancy Theory

It is the idea of Vroom (1964). It explains the presumption of better outcome in the course of executing a task. The strength of the theory is based on the illusion that rewards generate better performance (Mendonca, 2012). The police service attains performance through service delivery. The strength of police service men and women is engulfed in rewards granted. The personal goals are based on the monetary and non-monetary goals. Expectancy theory concentrates on expectancy variable, instrumentality variable and valence variable. Performance is therefore directly related to motivation that arises

(Savanevičienė & Stankeviciute, 2019). The necessary skills and abilities are provided under the employee professionalism strategies. This theory was used by Ngatia (2015) while evaluating the non-monetary rewards and their impact on service delivery. Similarly in Kenya, Armstrong(2016) used equity theory while investigating reward strategies. This theory guides the expectations based rewards. The theory therefore addresses all the reward strategy strategies based on monetary and non monetary. The theory is criticized on the basis that not all expectations are met and lead to performance.

2.2.2 Herzberg's two-factor theory

Originating from Herzberg (1959) it asserts that there exists satisfaction as well as dissatisfaction. The two are caused by work activities. Factors causing satisfaction are the rewards which are engulfed in both financial and non financial rewards. When rewards are denied workers in the police service become dissatisfied. Herzberg (1959) positions the satisfiers and dissatisfiers into either hygiene or motivating factors.

Hygiene talks of the good clean attributes that make employees work thus monetary and non-monetary rewards. Lack of hygiene generates dissatisfaction and presence of hygiene yields satisfaction. Herzberg links performance to opportunities which are facilitated by rewards. The relevance is on Kenya police service as the organization non satisfiers such as lack of monetary, non-monetary and professionalism rewards despite their achievements to restore law and order in the country. The organization needs to promote hygiene factors and avoid dissatisfiers. Furthermore Harunavamwe and Kanengoni, (2013) and Sanders (2012) studied reward strategies and examined Herzberg theory.

2.2.3 Equity Theory

This theory was proposed by Adam Stacy (1963). This examines fairness within an organization where members need equality (Armstrong, 2016). A case of inequality affects the level of output in the organization (Armstrong 2017). Therefore equality should arise when giving rewards to avoid biases. The monetary rewards for instance salary should be clearly outlined to avoid grievances. The non-monetary for instance recognition should take part without bias. Professional conduct guides should be similar to all persons. Rizwan and Waseem (2014) affirms that employees prefer good treatment that is uniformly applied. This calls for a welfare section in most organizations to handle complaints related to fairness and equity. Lack of equity may make an employee withdraw performance which affects the organization negatively. Armstrong (2016) asserts that lack of reward may affect the progress in the police service. The equity concept demands fair play ground to employees when rewards are provided hence the theory has great relevance to this study on police service. The essence of fairness motivates employees greatly

2.2.4 McGregor's Theory X and Theory Y

McGregor brought to book theory X and theory Y in 1960 and it examines behavior of employees at work. Theory X asserts that employees do not like their work hence boycott duties and constantly need direction. In this case such workers can be denied specific rewards attached to responsibility provisions. Managers, according to McGregor, need to use an authorization style of management in such a case.

Theory Y asserts that employees are pleased with work and are therefore happy and can always make decisions easily. Workers therefore like their work, perform duties without follow up and always accept duties assigned. This group of employees fully needs rewards on work dispensation. Organizations use theory Y today especially national police therefore provides rewards strategies. Furthermore Harunavamwe and Kanengoni, (2013) studied reward strategies and used Herzberg's two-factor theory in explaining the variables.

2.3 Conceptual Review

Conceptualization involves explanation of variables used in the study giving measures for the variables. This section clearly provides a review on dependent variables, independent variables and moderating variables.

2.3.1 Service Delivery

The dependent variable entails service delivery measured by improved police public relations, increased security, reduced corruption, Target attainment, Reduced crimes and Citizens complements. Services provision is a performance indicator (Uzonna, 2013), A police officer shall be considered to be always on duty when required and shall perform the duties and exercise the powers granted to him under this Act or any law at any place in Kenya where he or she may be deployed (NPSA, 2011). Gichohi (2014) affirms that there is positive association between employee engagement and delivery of service

resulting in increased commitment as employees are more positive in their performance leading to increase in service delivery.

2.3.2 Monetary reward strategies

Monetary or Extrinsic rewards are usually financial and are tangible in nature (Agwu, 2013). The Monetary reward strategies will be measured through salary, paid leave, retirement benefits, wage incentives and risk allowances. National police service provides for payment of allowances of police officers (NPSA, 2011). Monetary rewards improves the financial power of employees which motivates them to work hard hence service delivery.

2.3.3 Non-monetary reward strategies

The non-monetary or intrinsic strategies are intangible rewards of recognition, achievement or conscious satisfaction (Agwu, 2016). The non-monetary reward strategies were measured through job security, flexible work schedules, leaves, recognition and career growth. Employee performance indicates that their performance had been as a result of training and development (Khaemba, 2017).

2.3.4 Moderating Effect of Organizational Factors on the Relationship between Reward Strategies and Service Delivery

The study was moderated by organizational factors measured by organizational structure and management style. The organization is highly affected by the management approach of an organization which indicates the zeal to initiate service delivery. Furthermore the

structure of an organization makes it easy to initiate service provision. These factors further may determine rewards.

All jobs roles are organized according to their power and authority hence all employees are expected to have a particular code of behavior. The NPS, being a disciplined service, follows a given organizational structure in its day to day running. The IG is the top most command while police constable is the least on the hierarchy within the organization (NPSA 2011) identifies each job, its functions and where it reports within the organization.

The national Police service, being a complex organization, requires a mixture of both autocratic and democratic leadership style. If the junior staff are left to use the democratic style, work may not be done, let alone done effectively. A commitment workforce appreciates honesty, humanity, effectiveness communication, integrity, commitment and ability to evolve (Fritsvold,2017)

2.4 Empirical Review

Gathering facts whatever they may be drives the research for empirical evidence (Holosko, 2016). The review is based on monetary rewards, non-monetary rewards and professionalism rewards.

2.4.1 Monetary Reward Strategy and Police Service Delivery

A study by Yavuz (2014) in Turkey on the use of reward strategy and its influence on public sector performance. The study explored both monetary and non-monetary rewards grounding them to be of impact on performance of Turkey firms. There was a positive

significant impact on performance. This study analyzed the role of employee needs preference employing Maslow needs theory, in the case of physiological needs monetary rewards were the best (Yavuz, 2014). Physiological needs are prime and most primary to guide other needs and therefore finances will be the first reward approach before non financial rewards. In Turkey employees were more centered on monetary approach. The current study gave weight to both monetary and non monetary. The moderating role of organizational factors, specifically culture and management style gives weight on the matter.

A study in Tanzania Imbahale, (2016), carried out a research on monetary and non-monetary rewards toward service delivery. The main objective was to analyze the monetary and non-monetary rewards service delivery. A positive significance influence of both monetary and non-monetary reward affected delivery of services for Tanzanian firms. Training was proposed to be the guide towards the best non-monetary reward strategy. The above study failed to cross examine the impact of leadership styles and culture on firm performance. Imbahale (2016), research dwells on much training as non-monetary and fails to critically examine monetary and articulation of organizational factor role on delivery of services.

Uzonna (2013) conducted a study on the influence of motivation factors on performance of Credit West Bank in Cyprus City. The study found a positive relationship between motivation and performance. This was clearly managed through monetary rewards that laid the foundation for motivation. This study failed to articulate reward as an independent variable but studied reward as a measure of motivation. It failed to point out the organization factor role of the bank to performance. The study examined banks and

not devolved units and it was in Cyprus and not Kenya. Furthermore it used performance as a dependent variable and not delivery of services. The current study therefore prioritized reward strategies and delivery of services for Nairobi County.

Ntwiga (2021) conducted a Kenyan study on monetary rewards influence on hospitals in Nairobi County. The study found that there was a positive influence between monetary rewards and delivery of services for hospitals in Nairobi. The cultural composition had a negative impact on delivery of services for hospitals in Nairobi as most cultures were archaic and backward in nature.

Agwu (2013) examined the monetary reward influence on delivery of services in Nigeria and found monetary reward to be a spice for job performance hence delivery of service. The positive significant influence makes monetary reward to be of great role in service delivery. This study failed to articulate both rewards as independent variables but studied financial rewards exempting non financial rewards. It failed to point out the organization factor role on performance. The study examined Nigeria and not Kenya. The current study therefore prioritized reward strategies and delivery of services for Nairobi County.

Harunavamwe and Kanengoni (2013) examined the reward motivating attributes on performance of South Africa private firms. The study found a positive influence for monetary rewards on performance and a negative influence of non-monetary reward on performance. This study failed to point out the organization factor role on performance. The study examined private sector and not devolved units and it was in South Africa and not Kenya. Furthermore it used performance as a dependent variable and not delivery of

services. The current study therefore prioritized reward strategies and delivery of services for Nairobi County.

Gastrow (2019) examined motivating elements for performance of Kenyan National Police Service and found that motivation was spiced through monetary rewards. The study recommended salary review for employees' well being. This study failed to point out the organization factor role on performance. Furthermore it used motivation as independent variable and not rewards strategies; it used performance of dependent variable and not delivery of services. The current study therefore prioritized reward strategies and delivery of services for Nairobi County.

Sanders (2012) carried out a research on non-monetary rewards influencing performance of Corporations in Tanzania. The population of 500 respondents asserted that employee recognition, career development and training had a positive influence on performance of institutions Corporations in Tanzania. This study failed to point out the organization factor role on performance. Furthermore it used non-monetary reward as independent variable and not rewards strategies; it used performance of dependent variable and not delivery of services. The current study therefore prioritized reward strategies and delivery of services for Nairobi County.

2.4.2 Non-Monetary Reward Strategy and Police Service Delivery

The non-monetary or intrinsic strategies are intangible rewards of recognition, achievement.

Ozturk and Dundar (2013) carried out a United Kingdom based research on reward determinants of public sector performance. The study was based on non-monetary rewards and found that promotions and appreciation had an insignificant influence on performance. Services were not realized as the organization failed to give weight on monetary rewards that could improve the livelihood of employees. This study failed to examine the factors within the organizations that had a role on rewards and delivery of services.

An examination by Roberts (2015) on Ugandan public sector established that recognition had a positive influence on delivery of services. The study failed to articulate other non-monetary reward strategies that could play a role such as promotion and failed to examine the monetary rewards strategies. The current study examined both non-monetary and monetary and articulated the organizational factor role on delivery of services.

Harunavamwe and Kanengoni (2013) examined the reward motivating attributes on performance of South Africa private firms. The study found a negative influence for non-monetary rewards on performance. This study failed to point out the organization factor role on performance. The study examined private sector and not devolved units and it was in South Africa and not Kenya. Furthermore it used performance as a dependent variable and not delivery of services. The current study therefore prioritized reward strategies and delivery of services for Nairobi County.

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institutions Corporations in Tanzania. This study failed to point out the organization factor role on performance. Furthermore it used non-monetary reward as independent variable and not rewards strategies; it used performance of dependent variable and not delivery of services. The current study therefore prioritized reward strategies and delivery of services for Nairobi County.

Gastrow (2019) examined motivating elements for performance of Kenyan National Police Service and found that motivation was spiced through non-monetary rewards. The study recommended promotion and recognition for employees' well-being. This study failed to point out the organization factor role on performance. Furthermore it used motivation as independent variable and not rewards strategies; it used performance of dependent variable and not delivery of services. The current study therefore prioritized reward strategies and delivery of services for Nairobi County.

A Kenyan based study by Ngatia (2015) examined non-monetary type of rewards on delivery of services in private sector entities; the study involved 200 employees who stated that there was a significant impact of career advancement on delivery of services. The study recommended training as the factor towards career advancement. The study further established that work life balance was a non-monetary reward to be considered.

A study on Nairobi County conducted by Mbogori (2019) was on police service but examined the motivation role on service delivery. The study found that rewards motivated employees hence a positive impact on service delivery. However the study did not examine monetary and non-monetary rewards but motivational value. The study did

not look at the National police structure organizational factors and their impact on performance.

Uzonna (2013) conducted a study on the influence of motivation factors on performance of Credit West Bank in Cyprus City. The study found a positive relationship between motivation and performance. This was clearly managed through monetary rewards that laid the foundation for motivation. This study failed to articulate reward as an independent variable but studied reward as a measure of motivation. It failed to point out the organization factor role of the bank to performance. The study examined banks and not devolved units and it was in Cyprus and not Kenya. Furthermore it used performance as a dependent variable and not delivery of services. The current study therefore prioritized reward strategies and delivery of services for Nairobi County.

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2.4.3 Organizational Factors

The organization factors under this study are based on Organizational structure and Management style.

2.4.4. Organizational Culture

Organizational structure is an essential function of police service. A police service that fails to establish proper hierarchical and organizational structure cannot effectively operate as the lack of structure leads to inefficient service delivery. Proper established structure enables police service to operate smoothly and effectively (Kithae, Gakure, & Munyao, 2019).

2.4.5 Management style

Leadership attributes to management. Democratic style is useful in guiding a group towards commitment to their job hence mixture of the two will be beneficial to both the police and their clients who are the general public. The police service is steadily transforming and becoming a major reward approach to workers. The visions in making suspects or convicts change behavior are encouraged. It is advisable to avoid autocratic, servant, laissez-faire and transactional leadership styles as they rarely build an institution (Kithae, et al, 2019).

Kiangura's (2019) conducted a study on Nairobi County on police service but examined the motivation role on service delivery. The study found that rewards motivated employees hence a positive impact on service delivery. However the study did not examine monetary and non-monetary rewards but motivational value. On organizational factors service delivery under police service is assessed through crime prevention, security enhancement, target attainment and citizen satisfaction. A police officer has duties to perform under powers granted (NPSA, 2021).

The Kenya police force has since undergone tremendous achievements in management and changes until the formation of the NPS. It is the OCS who heads the station and allocates his personnel duties and responsibilities mostly considering files and ranks, the crime rate within his jurisdiction, the development in the area or jurisdiction. This helps to ease service delivery to the people, that is, reduce crime rates within the jurisdiction, maintenance of law and order within the jurisdiction, protection of life and property within (NPS, 2015).

The constitution of Kenya (2010) gave rise to formation of National Police service management (National Police service Act, 2011) where is mandated to protect lives and property of its people within its borders, provision of law and order, peace execution, investigation of crimes, prevention of peace, investigation of crimes, prevention and enforcement of law, regulations and order within its borders. The National Police service is headed by the Inspector general of police and flanked by his two deputies D.I G KPS and D.I.G APS and Director D.C.I,who are people centered, honest to the public and to self (Mbogori,2015)

2.5 Research Gap

Gaps are attributed to variable approach, research dynamics, methodology applied and population applied (Wood, 2021).

Table 2. 1: Research Gap

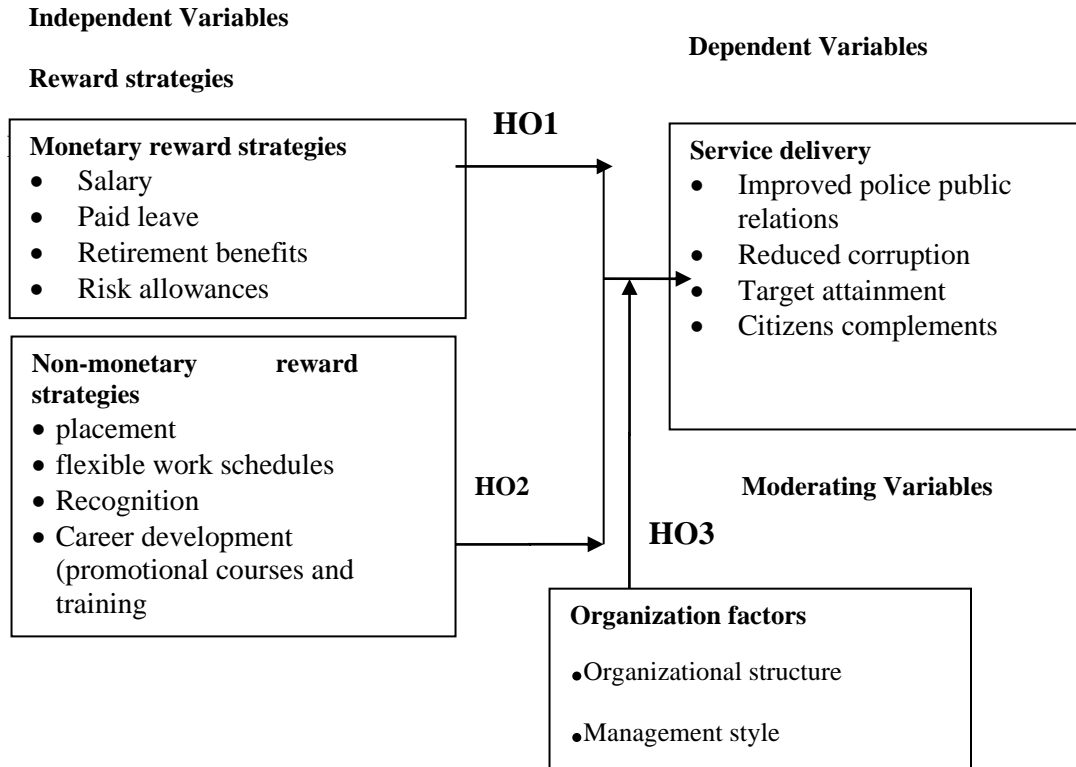
Author & Year	Title	Methodology	Findings	Gap
Roberts (2015)	The influence of reward strategies on performance of companies in Uganda	Sample included 184 staff Primary data approach, variables monetary and non-monetary rewards	There was a positive relationship between rewards, and motivation. Rewards contributes to employee satisfaction.	This study was conducted in Uganda and not Kenya. Furthermore it based on non-monetary rewards and not rearward strategies as a whole. Lacked a moderator as provided under this study
Harunavame and Kanengoni (2013)	Effects of rewards on service delivery	The study employed a descriptive research Ordinary least squares regression method Variables: monetary, non-monetary rewards	Monetary and nonmonetary rewards positively affected service delivery	Lacked a moderator as provided under this study. Furthermore these studies are not addressed to police force and do not address reward strategies as a whole.
Gastrow (2019)	Influence of monetary rewards on National Police Service of Kenya	Employed Descriptive research Mombasa County Sampling method; purposive Variables: Recognition, promotion, training	Recognition, promotion, training positively influenced delivery of service	This study was on non-monetary rewards failing to involve monetary rewards. It lacked a moderator.
Ransley (2015)	Influence of police reforms on service	The study employed a descriptive research Ordinary least squares	Findings are that skills audit, training of instructors,	This study majored on police reform strategies and not rewards strategies. It lacked a

	delivery in Kenya	regression method	institutionalization of a continuous instructors' improvement program improved service delivery	moderator.
Imbahale, (2016)	Influence of rewards on delivery of delivery in Tanzania	Explanatory research design Private sector study Variables: monetary, non monetary Theories: Maslow theory, equity theory	Recognition and financial rewards had a positive influence on delivery of services	This study was on Tanzania firms and not Kenyan police force. It lacked a moderator

Source: Researcher (2022)

2.6 Conceptual framework

This part discussed the association existing amongst variables and their measures.



Source: Field data, (2022)

Figure 2. 1: Conceptual framework

The dependent variable entails service delivery measured by improved police public relations, increased security, reduced corruption, Target attainment, reduced crimes and Citizens complements. Services provision is a performance indicator (Uzonna, 2013), Monetary or Extrinsic rewards are usually financial and are tangible in nature (Agwu, 2013). The Monetary reward strategies will be measured through salary, paid leave,

retirement benefits, wage incentives and risk allowances. National police service provides for payment of allowances of police officers (NPSA, 2011).

The non-monetary or intrinsic strategies are intangible rewards of recognition, achievement or conscious satisfaction (Agwu, 2013). The non-monetary reward strategies were measured through job security, flexible work schedules, leaves, recognition and career growth. Employee performance indicates that their performance had been as a result of training and development (Khaemba, 2017).

The study was moderated by organizational factors measured by organizational structure and management style. The national Police service, being a complex organization, requires a mixture of both autocratic and democratic leadership style. If the junior staff are left to use the democratic style, work may not be done let alone done effectively. A commitment workforce appreciates honesty, humanity, effectiveness communication, integrity, commitment and ability to evolve (Fritsvold, 2022)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers study area, design approach, population on ground and unit sample, collection of data, procedures for data collection, analysis of data and data presentation methods.

3.2 Study Area

Nairobi County is the center of data collection. The County has eleven police Sub-counties namely: Embakasi, Kayole, Kasarani, Buruburu, Starehe, Dagoretti, central, Kilimani, Gigiri, Langata and Makadara (GOK, 2022). It covers an area of 692 km² (GOK, 2022). Nairobi experiences a subtropical highland climate. The area of study was chosen on the basis of its population and its proneness to criminal activities, being the capital city of Kenya. The environment would create an easy collection of data related to the topic of Study.

3.3 Research Design

The study employed a descriptive research design to explain relationships among variables. The researcher aimed at collecting information from serving police officers both senior in rank and juniors. Both genders were considered for the study. Sampled police stations were surveyed. Descriptive approach was utilized in this study because it helps the researcher gain deeper understanding of a specific issue and provides insights

that can help in future studies. Researchers apply a descriptive method because it is used to gather information about a particular stratus (Crewell, 2008).

3.4 Population of the Study

The entire study population consisted of all sampled police stations in the eleven police sub-counties using in order to get respondents from each sub-County. The total population of police officers in Nairobi County according to the GOK National census report (2021) is 9530.

Table 3. 1: Population of the Study

Serial no	Formation	Population	Sample size
1.	Kenya police	4230	44.4%
2.	AP	3417	35.9%
3.	DCI	1883	19.7%
	Total	9530	100.0%

Police service Commission of Kenya (2021)

3.5 Sampling Design and Sampling Procedure

The target was computed through Yamane Taro to generate a sample size.

Thus;

n- Sample Unit,

N- Population Unit

e- Freedom degree.

Thus

$$\begin{aligned}n &= \frac{N}{1 + N (e)^2} \\&= \frac{9530}{1 + 9530 (0.05)^2} \\&= \frac{9530}{23.825} \\&= 400\end{aligned}$$

As per the sample size, using the confidence level of 95% (0.05) and a population of 9530 people, 400 police officers attained as a sample. All police officers responded to the questionnaire. Purposive and stratified sampling was developed. Purposive was due to study examining a specific informed group as stratified is majored on a given grouping that is policing groups.

3.6 Data Collection Instruments and Data collection procedure

The research tools used for data collection included structured and unstructured questionnaires. Pre testing was done on 10 police officers in Nairobi who were not used in final study. During the study research assistants were employed. Questionnaires were used on all police officers due to their large number which would have meant spending a lot of time if oral interviewing was to be carried out. Questionnaires allowed respondents to express their views in matters related to their relation to reward and their performance (Nachmias & Nachmias, 1992).

3.6.1 Data Collection Procedures

Information from questionnaires distributed to sample population under study. This came after proposal approval and attaining letter of authorization from MMUST School of business and NACOSTI research permit. Since primary data was sought, the researcher involved two research assistants each for a given category of respondents in administering questionnaires based on the police service unit. The researcher provided a timeframe of one week for responses for effective data collection.

3.7 Reliability and validity of Instruments

3.7.1 Pilot Test

This enabled testing of the data collection instrument. The result from the pilot was included in the final findings. The pilot test focused on 40, thus 10% of the sample respondents in Kakamega County who were not used in the final study. According to Mugenda, (2016) a sample of 10% is applicable for pilot study.

3.7.2 Data Validity

Researchers carry out a pilot test of the data gathering tools before proceeding with the research Cooper & Schindler, (2017). A pilot study was carried out on 40 police staff in Kakamega County. The main aim was to detect any ambiguities in the questions, identifying problems in the methodology and data collection techniques. Content validity was also ascertained by the expert opinion based on researchers study supervisors as construct validity was ascertained by study variables on construction of questionnaire Mugenda and Mugenda (2016)

3.7.3 Data Reliability

Reliability Technique was done using Cronbach Alpha Coefficients. Establishment of Internal Consistency was done by testing scores obtained on data tools. According to Mugenda and Mugenda (2017) a Cronbach coefficient value of at least 0.7 was reliable. The rule is that the absolute value should be greater than 0.7 for reliability adequacy.

3.8 Data Analysis

Through SPSS data analysis employed both descriptive values and inferential values. Descriptive statistics based on frequencies, percentages, mean and standard deviation. Inferential statistics comprised of Pearson correlation analysis and simple linear regression analysis. The regression model applied is as shown below

Econometric equations

- i. $Y = \beta_0 + \beta_1 X_1 =$ Monetary reward strategies
- ii. $Y = \beta_0 + \beta_2 X_2 =$ Non-monetary reward strategies

Without a moderator

iii. $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$

With a moderator Organizational factors

iv. $Y = \beta_0 + \beta_1 X_1 M + \beta_2 X_2 M + \varepsilon$ $Y = \text{Service delivery}$

$\varepsilon = \text{error term}$

3.9 Ethical Considerations

According to Saunders, (2019) when writing research proposals, research projects, dissertations and these ethical considerations should be ascertained. Based on this the researcher adhered confidentiality rules and ensured non plagiarism. Citations of used work were acknowledged. Certification was sought from NACOSTI MMUST directorate, hence the research. A permission from the police service to allow data acquisition was also sought.

CHAPTER FOUR

RESEARCH RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter gives findings on the basis of Reward Strategies on delivery of Services for National Police of Nairobi devolved government. Specifically to establish the effect of monetary reward strategies on delivery of Services for National Police of Nairobi devolved government, to determine the effect of non-monetary reward strategies on delivery of Services for National Police of Nairobi devolved government and to establish the moderating effect of organization factors on delivery of Services for National Police of Nairobi devolved government.

4.2 Pilot Test Results

A pilot study was undertaken to check the reliability and validity of the test items used in primary data collection. Ten police officers composed of Police officers in Kakamega County were selected for pilot study. The response rate during the pilot was 100%. Reliability of the test questionnaire was undertaken as shown in the table below.

For reliability tests Cronbach alpha was applied for each variable which had a range 0.715 to 0.820 thus cronbach alpha statistic with a value of 0.7 or more was considered reliable. The test items were retained and used in this study hence considered reliable as shown in the Table 4.1.

Table 4. 1: Reliability Table

Variable	Cronbach alpha
Monetary Reward Strategies	0.820
Non-monetary Reward Strategies	0.811
Organization factors	0.715
Service Delivery	0.721

Source: Field data (2022)

4.2.1 Response Rate

The study sought 400 respondents, however 338 responded hence 84.5% response. A response of 75% and above is representative enough (Mugenda & Mugenda, 2013).

4.3 Descriptive Information on Demographics

Demographic information of the respondents included gender, age, educational level and number of years they have been working in the Sacco. The results are as shown in Table

4.2

Table 4. 2: Descriptive Information on Demographics

Gender	Frequency	Total Percentage
Male	203	60
Female	135	40
Total response	338	100

Level of Education		
Secondary	10	3.1
Bachelors degree	37	10.8
Masters degree	16	4.6
Diploma certificate	67	20.0
Certificate course	208	61.5
Total response	338	100

Working experience		
10 years and below	170	50.3
10- 20 yrs and above	82	24.3
20- 30 yrs	55	16.2
30 yrs	31	9.2
Total response	338	100

Source: Field data (2022)

In Nairobi devolved unit the number of male police officers was more than the female officers. Respondents indicated that 60% were male and 40% were female. However the third gender rule was achieved. Gender was of value in establishing delivery of security services to citizens. On education most police officers 61.5% had college training certificates from police training though a few had other training qualifications through police training certificate was mandatory for all. Training was relevant in telling if reward strategies were associated with level of academic qualifications. On working experience

many staff had over 10 years' experience as police officers making them well informed on matters of reward strategies within the police force.

4.4 Descriptive Analysis on Reward Strategies and Delivery of Services

Descriptive analysis included description of the Monetary Reward Strategies, non-monetary strategies, organization factors and delivery of services. The descriptive variables involved were the frequency counts, percentage counts, mean values and standard deviation values. Reason for standard deviation is to tell how far the distribution is from the mean value.

4.4.1 Monetary Reward Strategies

The following are the descriptive results for Monetary Reward Strategies. The numerical implications are as follows; Strongly agree (5), agree (4), Fairly agree (3), disagree (2) and strongly disagree (1).

Table 4. 3: Effect of Monetary Reward Strategies on Delivery of services

Monetary Reward Strategies	1	2	3	4	5	Mean	Stdev
There is a fair Salary scale that makes me motivated to offer services at my work station	4.6 (16)	60 (203)	16.9 (57)	9.2 (31)	9.2 (31)	3.60	0.98
There is a Paid leave that makes me motivated to offer services at my work station	3.1 (10)	9.2 (31)	29.2 (99)	44.6 (151)	13.8 (47)	3.57	0.95
There is a retirement benefit that makes me motivated to offer services at my work station	1.5 (5)	6.2 (21)	6.2 (21)	21.5 (73)	64.6 (218)	4.42	0.97
Paid risk allowances make me motivated to offer services at my work station	9.2 (31)	7.7 (26)	3.1 (10)	38.5 (130)	41.5 (140)	3.95	1.27
Overall						3.89	1.04

Source: Field data, (2022)

Responding to whether there was a fair Salary scale that makes police officers motivated to offer services at work stations, the majority 60% disagreed. This means the salaries for the police force was not motivating. The mean value was 3.60 and standard value of 0.98 showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state.

Responding to whether their paid leave makes police officers motivated to offer services at their work station. Majority 44.6% agreed, the mean value was 3.57 and standard value at 0.95. This showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state.

Responding to whether there was a retirement benefit that makes police officers motivated to offer services at their work station, the majority thus 64.6% of respondents strongly agreed, the mean value was 4.42 and standard value at 0.97. This showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state

Responding to whether paid risk allowances made police officers motivated to offer services at their work station. majority 41.5% strongly agreed, the mean value was 3.95 and standard deviation value of 1.27. This showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state.

The average response for Monetary Reward Strategies effect on service delivery had a mean value 3.89 and standard deviation of 1.04. This showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state. This Study agrees with Agwu (2013) found that monetary reward system positively

and significantly affect service delivery in Nigerian oil companies. This study agrees with Harunavamwe and Kanengoni (2013) who found monetary rewards to be of significant and positive impact on service delivery. This disagrees with Lumumba (2021) who found monetary and non-monetary rewards to be of no impact on service delivery.

4.4.2 Descriptive Results for Non-Monetary Reward Strategies

The following are the descriptive results for non-monetary reward strategies. The numerical implications are as follows; Strongly agree (5), agree (4), Fairly agree (3), disagree (2) and strongly disagree (1).

Table 4. 4: Effect of Non-Monetary Reward Strategies on Delivery Services

Non-Monetary Reward Strategies	1	2	3	4	5	Mean	Stdev
There is proper job placement at my work place	3.1 (10)	1.5 (5)	12.3 (42)	35.4 (120)	47.7 (161)	4.23	0.95
I enjoy flexible work schedules at my work place	0.0 (0)	23.1 (78)	0.00 (0)	33.8 (114)	43.0 (145)	2.68	1.16
My bosses recognize my work	0.0 (0)	6.2 (21)	7.7 (26)	29.2 (99)	56.9 (192)	4.32	0.97
I am allowed career development chances on merit and when offered	4.6 (16)	4.6 (16)	7.7 (26)	30.8 (104)	52.3 (177)	4.26	0.96
Overall						3.87	1.01

Source: Field data (2022)

Responding to whether there was proper job placement at their workplace majority of respondents, the majority 47.7% strongly agreed, this response gave mean value of 4.23

and standard deviation of 0.95. This showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state.

Responding to whether police officers enjoyed flexible work schedules at their workplace, the majority 43% strongly agreed, this response gave mean value of mean of 2.68 and standard deviation of 1.16. This showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state.

Responding to whether the police bosses recognized their work, majority 56.9% strongly agreed, this response gave a mean value of mean of 4.32 and standard deviation of 0.97. This showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state.

Responding to whether police officers are allowed career development chances on merit, a majority 52.3% strongly agreed, this response gave mean value of mean of 4.26 and standard deviation of 0.96. This showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state. The average mean was 3.87 and standard deviation average of 1.01. The above findings are not in line with findings of previous studies by Gastrow (2019) who studied National Police Service of Kenya service delivery recognizing the positive effect of training facilities as a non-monetary reward strategy. This study agrees with Harunavamwe and Kanengoni (2013) who found non-monetary rewards to be of significant and positive impact on service delivery. Ozturk and Dundar (2013) found appreciation and promotional opportunities to be of positive influence on service delivery. This disagrees with Lumumba (2021) who

found monetary and non-monetary rewards to be of no impact on Sacco’s service delivery.

4.4.3 Descriptive Results for Organizational Factors

The following are the descriptive results for organization factors. The numerical implications are as follows; Strongly agree (5), agree (4), Fairly agree (3), disagree (2) and strongly disagree (1).

Table 4. 5: Organizational Factors

Organizational Factors	1	2	3	4	5	Mean	Stdev
We are provided with good leadership styles	13.8 (47)	1.5 (5)	6.2 (21)	23.1 (78)	55.4 (187)	3.15	0.99
We work in a well set organization set structures	12.3 (42)	1.5 (5)	4.6 (16)	16.9 (57)	64.6 (218)	3.17	0.91
The management style allows me to be productive at my Workplace	3.1 (10)	12.3 (42)	12.3 (42)	7.7 (26)	64.6 (218)	3.48	1.11
Average						3.27	1.00

Source: Field data (2022)

Responding to whether there were good leadership styles within the National police sector, a majority 55.4% strongly agreed, this response gave a mean value of mean of 3.15 and standard deviation of 0.99. This showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state.

Responding to whether police officers work under a well set organization structure, a majority 64.6% of the respondent agreed, this response gave a mean value of mean of 3.17 and standard deviation of 0.91. This showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state.

Responding to whether management style allowed productivity at the workplace, a majority 64.6% strongly agreed that management style allowed productivity at their workplace, this response gave mean value of mean of 3.48 and standard deviation of 1.11. This showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state. The average means was 3.27 and average standard deviation of 1.00. This study agrees with Kithae, Gakure and Munyao, (2019) who found that organizational factors based on leadership styles positively influenced service delivery of state entities in Kenya. The study disagrees with Imbahale, (2016) who examined the influence of monetary and non-monetary rewards on service delivery using organization factors as moderator and found it lacked a significant effect on service delivery.

4.4.4 Service Delivery of National Police

The following are the descriptive results for delivery of services. The numerical implications are as follows; Strongly agree (5), agree (4), Fairly agree (3), disagree (2) and strongly disagree (1).

Table 4. 6: Service Delivery of National Police

Service Delivery of National Police	1	2	3	4	5	Mean	Stdev
There is improvement of service delivery in police service	6.2 (21)	4.6 (16)	10.8 (37)	36.9 (125)	41.5 (140)	4.03	1.13
The type of rewards I get has made me more determined on improving security hence effective target attainment thus service delivery to the public	4.6 (16)	4.6 (16)	12.3 (42)	38.5 (130)	40 (135)	4.05	1.07
There are less corruption complaints about our staffs	4.6 (16)	9.2 (31)	9.2 (31)	44.6 (151)	32.3 (109)	3.91	1.10
Our customers are satisfied with our work performance hence offer complements	1.5 (5)	3.1 (10)	13.8 (47)	53.8 (181)	27.7 (94)	4.03	0.83
Average						4.00	1.03

Source: Field data (2022)

Responding to whether there was improvement of service delivery in police service 41.5% strongly agreed, this response gave a mean value of mean of 4.03 and standard deviation of 1.13. This showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state.

Responding to whether the type of rewards police officers got had made them more determined on improving security hence effective target attainment thus service delivery to the public, a majority 40% strongly agreed, this response gave mean value of 4.05 and

standard deviation of 1.07. This showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state.

Responding to whether there were corruption complaints about police officers, a majority 44.6% agreed, this response gave a mean value of 3.91 and standard deviation of 1.10. This showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state.

Responding to whether their customers are satisfied with their work performance 53.8% agreed, this response gave a mean value of 4.03 and standard deviation of 0.83. This showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state. This study agrees with Harunavamwe and Kanengoni (2013) who found both monetary and non-monetary rewards to be of significant and positive impact on service delivery. This disagrees with Lumumba (2021) who found monetary and non-monetary rewards to be of no impact on Sacco’s service delivery.

Table 4. 7: Collinearity Diagnostics

Model	Tolerance	VIF
Monetary Reward Strategies	.709	1.202
Non-monetary Reward Strategies	.749	1.529
Organization factors	.729	2.416
Service Delivery	.721	1.948

Source: Field data (2022)

The tolerance values were below 1.0 and VIF values were below 10 hence collinearity did not arise hence diagnosis supported the data was acceptable.

4.5 Linear Regression Analysis

This study concentrated on linear regression analysis for each variable.

Table 4. 8: Linear Regression for Monetary Reward Strategies and Service Delivery

Summary Model						
	R value	R Sq	Adj R Sq		Std. Er Est	
1	.396 ^a	.258	.144		.57426	
a. Determinants: (Constant), Monetary Reward Strategies						
Analysis of Variance						
Model		Total of Sq	Diff	Mean Sq	F value	Signif.
1	Regression value	3.876	1	3.876	11.749	.001 ^b
	Residual value	20.777	337	.331		
	Summation	24.424	338			
a. Dependent Var: Service Delivery of National Police Service						
b. Independent variable: (Constant), Monetary Reward Strategies						
Coeff^a						
Model item	Coeff Unstandardized		Coeff Standardized		T value	Signiff.
	B values	Std. Er	B values			
1 (Const)	2.486	.468			5.301	.000
Monetary Reward Strategies	.423	.124	.397		3.427	.001
a. Dep Variable: Service Delivery of National Police Service						

Source: Field data (2022)

The coefficient of determination thus (r^2) was 0.258. Implying Monetary Reward Strategies explains 25.8 % of the change in Service Delivery of National Police Service.

The F response value of =11.749, $P < 0.01$. It implies that Monetary Reward Strategies is a

useful determinant of Service Delivery of National Police Service. The (β) value of Monetary Reward Strategies was 0.423, $p < .001$. This implies that a unit change in Monetary Reward Strategies leads to change in Service Delivery of National Police Service by 0.423 significantly.

The equation for Service Delivery of National Police Service in Nairobi as a result of Monetary Reward Strategies applies as follows:

$$Y_{SD} = 2.486 + 0.423X_1$$

The first null hypothesis H_{01} : There is no significant effect of Monetary Reward Strategies on Service Delivery of National Police Service in Nairobi was rejected using both r and R^2 . Monetary Reward Strategies had a significant positive effect on Service Delivery of National Police Service in Nairobi particularly on paid risk, paid leave and retirement benefits with $P < 0.01$ and it significantly led to 25.8% change on Service Delivery of National Police Service. The hypothesis was rejected as there was significant effect of Monetary Reward Strategies on Service Delivery of National Police Service in Nairobi. This study agrees with Agwu (2013) found that monetary reward system positively and significantly affect service delivery in Nigerian oil companies. This study agrees with Harunavamwe and Kanengoni (2013) who found monetary rewards to be of significant and positive impact on service delivery. This disagrees with Lumumba (2021) who found monetary and non-monetary rewards to be of no impact on Sacco's service delivery.

The Service Delivery association with Non-Monetary Reward Strategies was regressed as follows.

Table 4. 9: Linear Regression for Non-monetary Reward Strategies and Delivery of Service at National Police

Summary Model						
Model item	R vale	R Sq	Adj R Sq	Std. Er	Est	
1	.567 ^a	.321	.310		.51538	
a. Independent: (Constant), Non-Monetary Reward Strategies						
Analysis of Variance^a						
Model item		Total of Sq	Diff	Mean Sq	F value	Sigiff.
1	Regression value	7.918	1	7.918	29.804	.000 ^b
	Residual value	16.735	337	.267		
	Summation	24.652	338			
a. Dependent Variable: Service Delivery of National Police						
b. Independent: (Constant), Non-Monetary Reward Strategies						
Coeff^a						
Model item		Coeff Unstandardized B Std. Error		Coeff Standardized Beta	T Value	Signiff.
1 (Const)		2.177	.354		6.161	.000
Non-Monetary Reward Strategies		.484	.090	.567	5.449	.000
a. Dependent Variable: Service Delivery of National Police						

Source: Field data (2022)

The coefficient of determination (r^2) was 0.321 implying that Non-Monetary Reward Strategies explained 32.1% of change in Service Delivery of National Police. The value F was $F = 29.804$, $P < 0.01$, asserting goodness of fit on change. It implies that Non-Monetary Reward Strategies are a useful determinant of delivery of service of National Police. The (B) value of Non-Monetary Reward Strategies generated as 0.484, $p < .001$. This implies a change in unit of Non-Monetary Reward Strategies led to change in Service Delivery of National Police Service in Nairobi devolved unit by 0.484 in a

significant manner. Service Delivery of National Police Service in Nairobi devolved unit as a result of Non-Monetary Reward Strategies under equation is shown below:

$$\text{Service Delivery of National Police} = 2.177 + 0.484X_2$$

From the results, Non-Monetary Reward Strategies had significant positive effect on delivery service of Kenyan Police Service in Nairobi devolved with $P < 0.01$ implying a significant value of 32.1% change in Service Delivery of National Police. The hypothesis was rejected as Non-Monetary Reward Strategies have significant effect on Service Delivery of National Police.

This agrees with Gastrow (2019) who studied National Police Service of Kenya service delivery recognizing the positive effect of training facilities as a non-monetary reward strategy. This study agrees with Harunavamwe and Kanengoni (2013) who indicated that non-monetary rewards to be of significant and positive impact on service delivery. Ozturk and Dundar (2013) found appreciation and promotional opportunities to be of positive influence on service delivery. This disagrees with Lumumba (2021) who found monetary and non-monetary rewards to be of no impact on Sacco's service delivery.

4.6.3 Relationship between Reward Strategies and Service Delivery of National Police Service in Nairobi County with Organization Factors as the moderating Variable.

The relationship existing on reward strategies and service delivery of Kenya Police Service in Nairobi devolved unit with Organization Factors moderation is provided in Table 4.10.

Table 4. 10: Regression Results for Reward Strategies and Service Delivery of National Police Service in Nairobi devolved Unit with Organization Factors moderation.

Hierarchical Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.497 ^a	.247	.240	.35969	.247	35.696	1	337	.000
2	.589 ^b	.346	.334	.33660	.100	16.469	1	337	.000
4	.833 ^d	.694	.682	.23259	.291	100.741	1	337	.000

a. Predictors: (Constant), monetary reward strategies

b. Predictors: (Constant), monetary reward strategies, non-monetary reward strategies.

c. Predictors: (Constant), monetary reward strategies, non-monetary reward strategies, organization factors

ANOVA^e

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.618	1	4.618	35.696	.000 ^a
	Residual	14.102	337	.129		
	Total	18.720	338			
2	Regression	6.484	1	3.242	28.616	.000 ^b
	Residual	12.236	337	.113		
	Total	18.720	338			
4	Regression	12.986	1	3.246	60.010	.000 ^d
	Residual	5.734	337	.054		
	Total	18.720	338			

- a. Predictors: (Constant), monetary reward strategies
- b. Predictors: (Constant), monetary reward strategies, non-monetary reward strategies.
- c. Predictors: (Constant), monetary reward strategies, non-monetary reward strategies, organization factors
- e. Dependent Variable: Service delivery

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.738	.190		14.432	.000
monetary reward strategies	.267	.045	.497	5.975	.000
2 (Constant)	2.468	.190		13.016	.000
Monetary reward strategies	.077	.063	.143	1.220	.225
Non-monetary reward strategies.	.270	.066	.474	4.058	.000
4 (Constant)	1.395	.179		7.810	.000
Monetary reward strategies	.042	.045	.077	.920	.360
Non-monetary reward strategies	.197	.046	.346	4.239	.000
Organization factors	.333	.033	.568	10.037	.000

- a. Dependent Variable: Service delivery

Source: Researcher, (2022)

The change in R^2 from 0.346 to 0.694 thus shows that Organization factors had a significant effect on the relationship between reward strategies and service delivery hence rejecting the null hypothesis. Furthermore, the p-values were <0.05 hence all variables remained significant.

$$Y=1.395+0.042X_1M +0.197X_2M+0.333e$$

Since the model was significant the hypothesis that organization factors had no moderating significant effect on delivery of services of National Police Service in Nairobi County was rejected. This study agrees with Kithae, Gakure and Munyao, (2019) who found that organizational factors based on leadership styles positively influenced service delivery of state entities in Kenya. The study disagrees with Imbahale, (2016) who examined the influence of monetary and non-monetary rewards on service delivery using organization factors as moderator and found it lacked a significant effect on service delivery.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

This chapter examines the summary of findings that were obtained, conclusions derived from the findings and recommendations based on findings and later guide for further knowledge.

5.2. Summary of Findings

This part provides the summary of variables thus monetary reward strategies, non-monetary reward strategies, organizational factors and service delivery.

5.2.1 Descriptive Summary

5.2.1.1 Monetary Reward Strategies

The average response for Monetary Reward Strategies effect on service delivery had a mean value 3.89 and standard deviation of 1.04. This showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state.

The coefficient of determination thus (r^2) was 0.258. Implying Monetary Reward Strategies explains 25.8 % of the change in Service Delivery of National Police Service. The F response value of =11.749, $P < 0.01$. It implies that Monetary Reward Strategies is a

useful determinant of Service Delivery of National Police Service. The (β) value of Monetary Reward Strategies was 0.423, $p < .001$. This implies that a unit change in Monetary Reward Strategies leads to change in Service Delivery of National Police Service by 0.423 significantly. The hypothesis was rejected as Monetary Reward Strategies have significant effect on Service Delivery of National Police.

5.2.2.2. Non-Monetary Reward Strategies

Non-monetary reward gave the average mean as 3.87 and standard deviation average of 1.01. This showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state.

The coefficient of determination (r^2) was 0.321 implying that Non-Monetary Reward Strategies explained 32.1% of change in Service Delivery of National Police. The value F was $F = 29.804$, $P < 0.01$, asserting goodness of fit on change. It implies that Non-Monetary Reward Strategies are a useful determinant of delivery of service of National Police. The (B) value of Non-Monetary Reward Strategies generated as 0.484, $p < .001$. This implies a change in unit of Non-Monetary Reward Strategies led to change in Service Delivery of National Police Service in Nairobi devolved unit by 0.484 in a significant manner. The hypothesis was rejected as Non-Monetary Reward Strategies have significant effect on Service Delivery of National Police.

5.2.2.3. Organization factors in Police force

The average mean for organization factors was 3.27 and average standard deviation of 1.00. This showed the distribution was fairly spread from the mean value implying the response was a representation of the actual state.

The change in R^2 from 0.346 to 0.694 thus shows that Organization factors had a significant effect on the relationship between reward strategies and service delivery. This implies that the moderator increased value for R^2 in a significant manner. Since the model was significant the hypothesis that organization factors had no moderating significant effect on delivery of services of the National Police Service in the Nairobi devolved unit was rejected.

5.3 Conclusion

Monetary reward strategies, Non-Monetary Reward Strategies were the independent variable of reward management strategies. The organizational factor played a moderating role.

5.3.1 Monetary Rewards

Having examined the monetary rewards it was noted it had a significant role in the delivery of services in Nairobi County. Workers preferred financial rewards over financial rewards. It was therefore the most agreed on concept and had the highest significance connotation.

5.3.2 Monetary Rewards

Having examined the non-monetary rewards it was noted it had a significant role on delivery of services in Nairobi County. Workers noted that non-financial rewards were of significance and their role was too low. Workers preferred financing rather than congratulatory signs based on recognition and positions.

5.3.3 Organization Factors

Having examined the organizational factors moderation role it was noted it had a significant role on rewards and delivery of services in Nairobi County. Workers note that police leadership played a role in their well being hence improved performance and delivery of services.

5.4. Recommendation

- i. The NPSC should work on modalities of improving remuneration especially salaries given to the staff to enhance morale and improve service delivery.
- ii. The NPSC should continue to periodically review and improve job placement of staff to ensure the employees qualifications and experiences are considered so as to rightly utilize them.
- iii. The management style of supervisors should improve to focus on appreciation of staff since it enhances the relationship between rewards and service delivery.

- iv. The organizational structure should be reviewed to reduce bureaucracy so as to enhance service delivery since the study established that improved structures had an effect on the relationship between rewards and service delivery.

5.5. Suggestions for further Study

The study recommends studies on individual aspects of reward strategies such as Monetary reward strategies and service delivery, Non-Monetary Reward Strategies and service delivery. Further study can employ a different moderating variable for their studies such as organizational culture and organizational policies.

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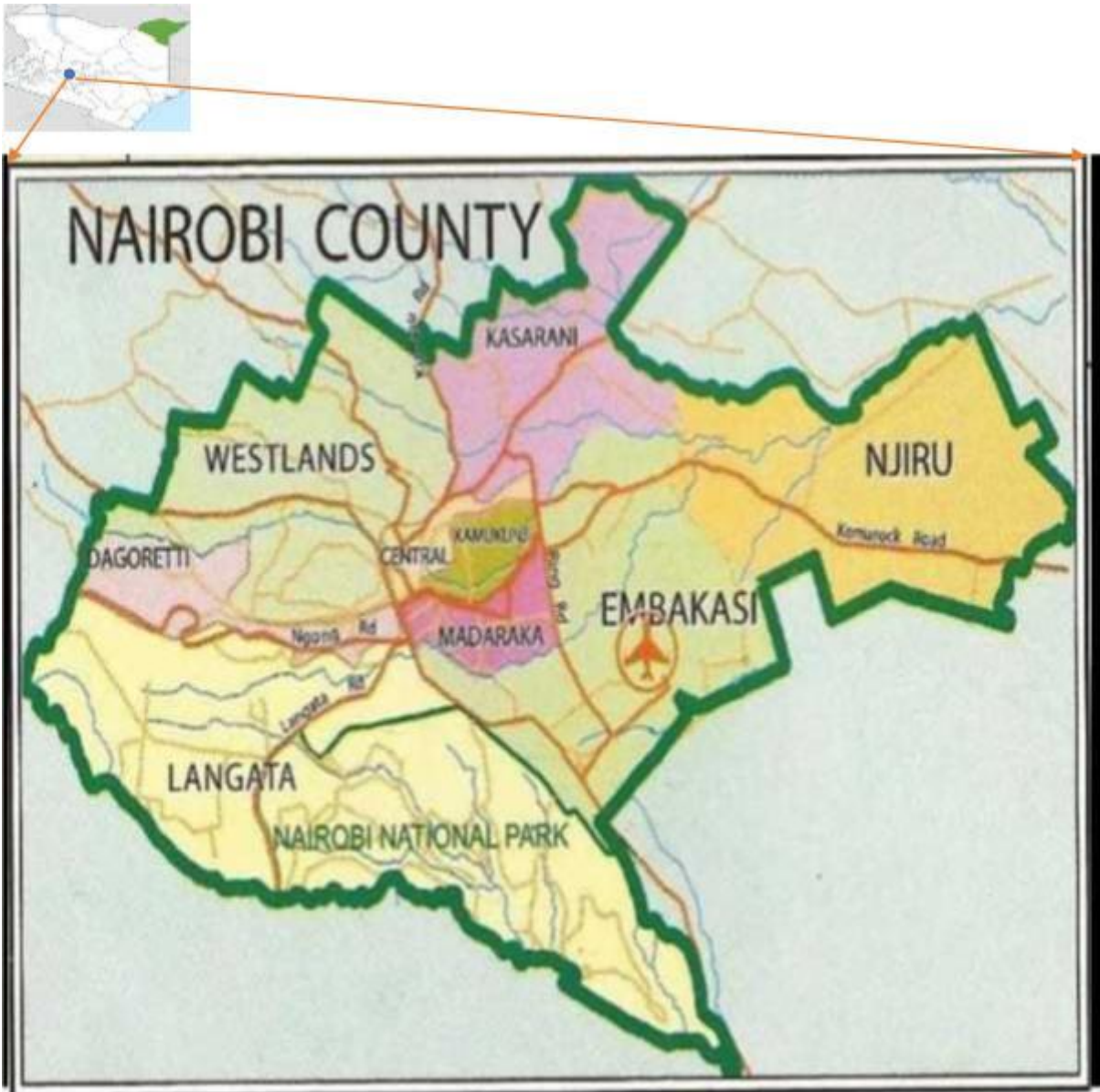
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APPENDICES

Appendix I: List of Police Sub Counties in Nairobi County

1. Embakasi Sub County
2. Kayole Sub County
3. Kasarani Sub County
4. Buruburu Sub County
5. Starehe Sub County
6. Dagoretti Sub County
7. Nairobi central Sub County
8. Kilimani Sub County
9. Gigiri Sub County
10. Langata Sub County
- 11. Makadara Sub County**

APPENDIX II: Map of Nairobi County



Appendix III: Research Letter

I am an MBA scholar at Masinde Muliro University examining “*Effect of Reward Strategies on National Police Service Delivery in Nairobi County, Kenya*”. Kindly assist by providing information within your reach to make this subject a success. Confidentiality of data is guaranteed.

Regards

Shitsama Sheila Ayuma

Appendix IV: Questionnaire

SECTION A Demographic Information

1. Gender

Female Male

2. Education

Certificate Diploma Degree Masters

3. Age

18-29 30-39 40-49 50 and above

4. Working experience

Below 10 years 10-20- yrs 20-30 yrs A30 yrs and above

SECTION B Reward Strategies

PART 1: Monetary Reward Strategies

On a scale of 1-5 rank the following Monetary reward strategy approaches on National Police Service Delivery. The numerical implications are as follows; Strongly agree (5), agree (4), Fairly agree (3), disagree (2) and strongly disagree (1) .

	Monetary Reward Strategies	1	2	3	4	5
1	There is a considerate salary scale that makes me motivated to offer services at my work station					
2	There is a Paid leave that makes me motivated to offer services at my work station					
3	There is a post work benefits that makes me motivated to offer services at my work station					
4	Paid risk allowances make me motivated to offer services at my work station					

PART II: Non-Monetary Reward Strategies

On a scale of 1-5 rank the following Non-monetary reward strategy approaches on National Police Service Delivery. The numerical implications are as follows; Strongly agree (5), agree (4), Fairly agree (3), disagree (2) and strongly disagree (1) .

	Non-Monetary Reward Strategies	1	2	3	4	5
1	There is proper job placement at my workplace					
2	I enjoy flexible work schedules at my workplace					
3	My bosses appreciate my work					
4	I am allowed career development chances on merit and when offered					

PART III: Organizational Factors

On a scale of 1-5 rank the following Organizational Factors strategy approaches on National Police Service Delivery. The numerical implications are as follows; Strongly agree (5), agree (4), Fairly agree (3), disagree (2) and strongly disagree (1) .

	Organizational Factors	1	2	3	4	5
1	The leadership has embraced reward system					
2	We work in a well set organization set structures					
3	The management style allows me to be productive at my Workplace					






PART IV: Service Delivery

On a scale of 1-5 rank the following Service delivery strategy approaches on National Police Service Delivery. The numerical implications are as follows; Strongly agree (5), agree (4), Fairly agree (3), disagree (2) and strongly disagree (1) .

	Service Delivery	SD	D	N	A	SA
1	There is improvement of service delivery in police Service					
2	The type of rewards I get has made me more determined on improving security hence effective target attainment thus service delivery to the public					

3	There are less corruption complaints about our staffs					
4	Our customers are satisfied with our work performance hence offer complements					

Appendix V: NACOSTI Research License

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This is to Certify that Miss. Sheila Ayuma Shitsama of Masinde Muliro University of Science and Technology, has been licensed to conduct research in Nairobi on the topic: EFFECT OF REWARD STRATEGIES ON NATIONAL POLICE SERVICE DELIVERY IN NAIROBI COUNTY, KENYA for the period ending : 23/September/2023.	
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