

EFFECTS OF COMPENSATION TYPES ON SERVICE DELIVERY IN THE NATIONAL POLICE SERVICE; A CASE OF NAROK COUNTY, KENYA**Moses Kimanzi Musya¹ & Dr. Jane Gakenia Njoroge PhD²**¹ MPPA Student, Kenyatta University, Kenya² Lecturer, Kenyatta University, Kenya**Accepted: March 11, 2023****ABSTRACT**

Service delivery in the National Police Service (NPS) is pegged on police reforms that have been prioritized by the government over the last decade to streamline the police operations and its mandate. Despite these reforms, service delivery in the NPS has continuously been ineffective and inefficient as indicated in the Ransely report of 2009. These reforms have harmonized pay benefits and placed strategies that aim to upgrade service delivery in the National Police Service (NPS). The Kenya Police Service (KPS) and Administration Police Service (APS) that make the National Police Service (NPS) was a recommendation in the Ransely report on police reforms and their aim was to improve their service delivery, produce a people centered police service and attain professionalism. The objectives of the study were to determine the effect of salaries, fringe benefits and allowances on delivery of service in the NPS. Descriptive research design was used in this study, based on the Institutional Theory and the Goal Model. 1688 police officers were targeted and drawn from the different groups: Non-Commissioned Officers, Constables and Gazetted Officers all from Narok County, Kenya. 167 police officers were selected from the three categories using stratified random mode of sampling. To obtain data from the respective strata or categories, randomized sampling was used. Questionnaires were dropped to get data from the selected categories. Information collected was organized, put together and finally analysis was done through descriptive statistics for summarization of data, and then inferential statistics was used purposely for establishing any form of link among the variables. The Statistical Program for Social Sciences (SPSS) version 21 aided in this. Data was thereafter illustrated in tables and charts. Findings of this research deduced that there was a strong effect of compensation types on service delivery in the NPS with reference to Narok County, Kenya. The study found out that at 95% confidence level, salaries had positive and significant relationship with service delivery in the NPS in Narok County, Kenya at 0.373 and $p = 0.000 < 0.05$. Additionally, outcomes manifested that police allowances and fringe benefits had positive and significant relationship with service delivery in the NPS with reference to Narok County, Kenya at 0.488 and $p = 0.000 < 0.05$, and 0.564 and $p = 0.000 < 0.05$ in that order. For policy implication, the work asks that NPS should improve staff salaries based on sufficiency, proper structuring and timely review consumerate to international standards and market rates; grant police officers enough allowances; and procure effective and efficient medical and life covers for police officers to improve their service delivery.

Key Words: Salaries, Fringe Benefits and Allowances on Delivery of Service, National Police Service

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INTRODUCTION

Role of police is often very delicate among the majority operations of the government. Service delivery in the police services is an area of concern throughout the world. Police role is the most sensitive among all government operations. Effective service delivery by the police brings about many benefits to the society and the government is believed to be moving in the right direction but the opposite of this result in loss of public confidence in police (Mumanthi and Gachunga, 2014). Many states around the globe have established prudent strategies and techniques to improve service delivery in their police services but with dismal results. Therefore, policing is a potential area for conducting research (Kiraithe, 2011).

The delivery of service in Kenyan Police has been continuously faced with concerns from within and without the organization. The NPS was put in top ten East African Community corrupt organizations by a Report on Bribery Index of East Africa (2011). Furthermore, in Record of the World Bank (2011) NPS is manifested with the greatest number of accusations in our republic. Kenyan Government has carried out reforms on Public Service with focus on modernizing the NPS and harmonizing pay benefits as catalysts of improving service delivery.

In Kenya, apart from maintaining law and order, the security sector (NPS) is charged with securing cash in transit (CIT), guarding commercial premises, combating terrorism, conducting investigations, enforcing traffic rules among other roles. Previous studies and reports have exposed a myriad of complex challenges that provide a space for in depth study on delivery of service in the police services and how it is affected by both monetary and non-monetary motivation factors such as compensation types. The private institution, Civil Society Organizations (CSOs) and the religious organizations have been working tirelessly with the NPS to restore order and peace. Ransely (2009) indicates that it is necessary to reform the police and one of the recommendations is to produce a police service whose members are motivated, people centered, honest, proud of their career and knowledgeable.

Over the last ten years a reasonable donor- support research has been carried out to increase the Gross Domestic Product (GDP). However, academic research to give more light on the republic of Kenya and other concerned parties on drawbacks the police service delivery face has not been captured well (Osborne, 2010).

Reviews of Kenyan Security situation reveal complex challenges that allow an intensive study on overall performance with aim of bettering service delivery and performance. Private institutions have taken a greater part in complimenting republic synergy in ensuring security, peace and tranquility. These include civil society organizations and religious organizations (Were et al., 2012). As it is emphasized through the national anthem 'may we dwell in unity, peace and liberty ...' the Kenyan government has made it as the order of the day to ensure peace, tranquility and harmony prevail within our borders. Criminality has escalated despite the marvelous efforts of the government to reform the police service. Police service delivery improvement revolves around the officers' motivation (Kiraithe, 2011).

Severe acts of criminality have been witnessed in recent times including crime against humanity during 2007/2008 Post Election Violence (PEV). Conflicts and crimes that have transpired in the recent past include ethnic clashes, cross border raids, carjacking, money laundering, cattle rustling, robbery with violence, sea piracy, conflict over resources, terror attacks, mushrooming of organized gangs and trafficking in human (Were et al., 2012).

Service delivery in the police attracts a lot of attention all over the world. Even though many nations around the globe have emphasized on proper measures to enhance police service delivery, minimal results have been achieved (Walker, 2004). Based on these findings, Braga (2006) notes that police service delivery is a rich area for conducting research. Weisdurd (2003) denoted that a world agreement coined the significance of transforming the police services with keynote on compensation to effect service delivery.

The National Police Service (NPS) is a body created under article 243(1) of the Kenyan constitution, 2010. The National Police Service (NPS) includes two departments namely Kenyan Regular Police and Kenyan Administration Police. The NPS is commanded by the Police General Inspector (IGP) whereas each department is headed by Deputy Police General Inspector (DIG). The NPS is tasked to keep order and law consequently ensuring tranquility and peace.

The Kenya Police Service includes of General Service Unit (GSU), Criminal Investigations Directorate (DCI), Kenya Police College (KPC), Kenya Police Airwing, Kenya Railways Police, Tourism Police Unit, Kenya Police Dog Unit, Kenya Airports Police Unit, Maritime Police Unit, Anti-Terrorism Police Unit (ATPU), and Diplomatic Police Unit among other units or formations (NPS Act, 2011).

The APS has the following: Unit of Rapid Deployment (RDU), Border Police Unit (BPU), Government Buildings Security (SGB), Critical Infrastructure Protection Unit (CIPU), Special Operation Group (SOG) and Anti-Stock Theft Unit (ASTU) (NPS Act., 2011).

NPS has a vision of being a top grade police service that is trustworthy, answerable and has highest standards of professionalism which correspond to having desirable mandate to meet the demands of the clients by abiding with the laws as well as participating in community engagements conclusively contributing for transformation agenda in Kenya. “Service to all” is the slogan for KPS while that of APS is Integrity and Justice.

The current KPS formerly Kenya Police Force began about as a British Colonial Police Force in 1907. From the 1887 to 1902 policing service was offered by the East Africa Trading Company. After 1902, the Kenya-Uganda Railway brought about their own police units. In 1906, the police ordinance was established to create a new force in 1907 and the current force’s name came into effect in 1920. The colonial force was made up with most of them being the British and Indian recruits as senior officers and Africans on lower ranks. After independence, the British officers were changed with the local Kenyan members (NPS Policy document 2013-2017, 2013).

The APS came about in 1902 by establishment of the Ordinance Village Headman. The ordinance was made to assist in accessing the native areas for tax collection and other social and economic regulations. The ordinance recruited village “toughs” and “bullies” to supervise the colonial government policies. They took up the role of native police. In 1929, the Tribal Police Ordinance was started to give legal backing to the Native Police. In 1958, the Tribal Police Ordinance later changed to Administration Police Force and in 2010 became APS (NPS Strategic Plan 2013-2017, 2013).

Problem Statement

Poorly applied compensation types rise a red flag as police officers cannot serve effectively and efficiently under such constraints (Ransley, 2009). The problem to be addressed by this work is that the application of compensation types affects service delivery by police officers based on crime management as their motivation is key in their performance. Furthermore, Ransley (2009) posits that poorly compensated police officers have contributed to demoralisation, suppressed service delivery and low standards of professionalism. Therefore, this can threaten transformation agenda and security in the republic.

There have been a number of service delivery concerns about the NPS that are as a result of lack of taking action upon incident report, failure to detect and prevent crimes, high rate of terror attacks and customers or citizens bribing police officers to get services. Since inception of police force, currently the police service in Kenya, its service delivery has been wanting and this is attributable to poor compensation (Were et al., 2012). Our nation is experiencing perennial criminal activities. For instance, Post-Election Violence (PEV) of 2007/2008 left many people killed (About 1300), destruction of food stores, business premises and property. Other indicators of poor service delivery in the NPS include increased road carnage, increased cases of theft of money from banks and commercial centres by organized criminal gangs, defilement and ballooning

corruption. Kiraithe (2011) posits that there is an increase of sea piracy, theft in financial institutions, cattle banditry and transnational insecurity.

Kenya Government Report (2014) exposed that all police officers questioned confirmed low pay and generally poor welfare as key factors impeding their service delivery. There is a challenge in delivery of service in Kenyan security sector due to poorly compensated police officers (Koech, 2013).

Consequently, the insecurity situation has led the Kenyan government to lose tax payers who are the main revenue providers, professional skilled manpower and infrastructure. Furthermore, foreign and local investors are scared to commit their monies in Kenyan economy and eventually the government commits a lot of resources on intervention measures such as shuttle diplomacy. Kenyan tourism sector suffered a huge blow when many developed states issued a travel warning to their nationals against Kenya due to rampant terror attacks. Insecurity is known to frustrate and slow down socio-economic development agenda (Osborne, 2010).

Though the Kenyan government setting up certain strategic plans and taskforces such as Police Reforms Implementation Committee (PRIC) in 2010 to spearhead recommendations of Ransely report on police reforms in which police welfare that involves compensation was one of them, service delivery in the NPS has remained ineffective and inefficient. At this point one may be concerned why the effort of the government to strategize and reform the police even touching on welfare has not enhanced service delivery. Therefore, the research sought to identify the effects of compensation types on service delivery in the NPS in Narok County, Kenya. Apart from the above challenges in the delivery of service in NPS, the researcher noticed a knowledge gap in application of compensation types and its effects on service delivery in the NPS in Narok County, Kenya. This was evident by registered poor police service delivery in Narok County, Kenya characterized by high rates of cattle rustling, robberies with violence, traffic carnage, theft among other crimes and corruption by police officers in which the officers cited poor compensation types by their employer (Republic of Kenya, 2012).

Cheruiyot (2013) focused on the implication of transformation on delivery of service in the Kenyan Regular Police. Gatiria (2012) studied the factors influencing service delivery by Kenya Police Service in Nairobi County. These researchers failed to consider the Administration Police Service which is a vital component of NPS. It is true that all these studies talk about police welfare as a broad subject but the researcher narrowed down to specifically manifest how compensation types affect service delivery in the NPS with reference to Narok County, Kenya to address the obvious knowledge and literature gaps.

Objectives of the Study

The study determined the effects of compensation types on service delivery in the national police service; a case of Narok County, Kenya. The study was guided by the following specific objectives;

- To determine how salaries affect the delivery of service in the NPS
- To identify the effect of police allowances on the delivery of service in the NPS
- To establish how fringe benefits affect service delivery in the NPS

LITERATURE REVIEW

Empirical Review

Service Delivery in Police Services

Edvardsson (2005) concluded that delivery of service is a function of expectations and performance. Service can be related to activities, acts done by an institution to add value to a customer. It's influenced by processes like managerial and leadership concepts, mode of functions and focus on clientele affairs.

Effective service delivery is the step towards achievement of organizational objectives. Tarantino (2003) argued that though the workforce seems more valuable than any other component in the system, management level fails to cherish their staff. Aranoff (2005) made a proposition that empowering the employees will make them enjoy their jobs and this will be translated to them staying and in the end, this will reduce the high turnover cost.

There is a complex environment on security mandate and the police services have become more complex and therefore, the Government needs to hire and retain high quality police personnel. The responsibilities of security personnel in the current democratic society are significant and complex. The security agents are required to make order, adhere to the rule of law and respond to any eventuality as they also ensure safety of the society (Kiraithe, 2011).

Salaries and Service Delivery

Basic salary is a periodic payment calculated on annual basis but paid per month whereas wage refers to payment for labor or services done on hourly daily terms. Basic pay aims to bring and settle top minds in any organization. This part of payment is usually based on time and not performance (Shields, 2007). The basic pay increment will depend on how the jobs are assessed both internally and externally.

Globally employees are remunerated according to their competencies and skills that they possess and not on worth of job (Shields, 2007). Personnel should be subjected to payroll as per rates in the market set by regulations of labour authorities dealing with employees (Livingstone, 2009). Payment of higher basic pay is one of the compensation types that are mostly used in attracting and retaining employees. Basic pay translates to employees' commitment with direct effect on their performance (Titany, 2012).

Keverenge (2015) directs that to some people money is not very important and therefore having made more money may not be a motivation. Some staff may not be satisfied with any amount of money they are given by their employer and are constantly in need of more. The meaning of a favourable pay will vary. One salary package may be very fitting for one person but unfitting to another. With money being a motivator, with that there should be a link relationship between service delivery and compensation types.

Fringe Benefits and Service Delivery

Medical cover is intended to help workers who absent themselves from job for so long due to health issues (Armstrong, 2006). It purposes to fasten return of workers to job. It is believed that HIV/AIDS and other illnesses can imperil workers' service delivery. The loss (death) of staff and time lost at work are inseparable from other effects like demoralization and high costs. These high costs are generated by health care costs, paid sick leave and last expenses thus increasing Police Services'/Forces' financial burden. These expenses means that the security budget is constrained leaving little money to support their operations thus their service delivery is compromised (Peace, 2007). The procurement of suitable covers such as medical and life covers in any organization can reduce the impacts of health related issues among workers (Manzini and Gwandure, 2011).

Employers believe that both health care and productivity go hand in hand. Good working medical cover is an integral part of the workforce benefits packages. It is a winning strategy for employers to offer either free or affordable healthcare to their employees. These covers are geared towards attracting, retaining, improving the morale and productivity of employees. On a work conducted by the Research Institute for Employee Benefits, finds that benefits being available are a procedure for selecting work among staff in America (Keverenge, 2015).

As the evidence shows proper management of workers' health directly relates to output of employees and the status of economy (Baase, 2009). Employers have recognized this link and have grown an interest in improving health program (Helen, 2011).

Police Allowances and Service Delivery

An allowance is an amount paid in addition to the salary to the officer to help him or her pay for certain expenses without the employer supporting him (Salaries and Remuneration Commission Survey, 2014).

In order to obtain the best results in terms of service delivery the organizations need to use a variety of ways to reward their employees. It's said that the best way to make employees function better at their job is through compensation packages that include allowances. To achieve better goals in an organization, it requires satisfied and happy staff in their workplace for better results or service delivery. Clear communication must be given to the employees to avoid wrong perception or controversy among the employees for better results (Mumanthi and Gachunga, 2014).

Employee allowances (Perks) include house rent allowance, meal allowance, special duty allowance, overtime allowance, leave allowance among others. They are used to reward on performance, commitment to organizational values and culture and exceptional contribution. They may include various forms of cash (Armstrong, 2012).

Review of Theories

Institutional Theory

For the purpose of enhancing service delivery in any sector, this theory can be undertaken to determine service delivery measurement. The most important topic of this theory emphasizes the role of institutional norms. Meyer and Scott (1983) conducted a research project on schools and postulated that a group of organizations exists among them with technical nature such as police service or any public organization.

Every institution is created on its social and cultural values that guide it on execution of its mandate from within and without. Organizational norms enable the institution to survive its threats. For instance, police services have a unique culture on how they operate with clear procedures and laws to abide by. Any officer who contravenes any of these regulations is subjected to Service Standing Orders (SSO) for disciplinary actions. Therefore, it is difficult to alter the tradition of that organization or conduct any service delivery analysis with intention of adding value of the institution but rather accomplish the needs of the clients.

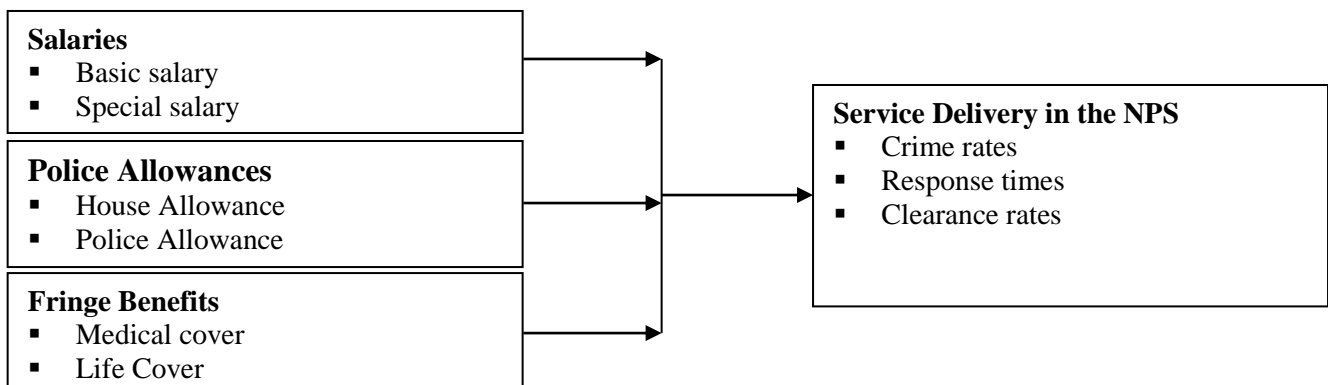
Some institutions allow service delivery measurements that enable the organization to detect its weaknesses and strengths with the view of improving their service delivery and accomplish their organizational goals.

Goal Model

This model is based on the organization's vision that drives its goals (Goodman, 1977). Effectiveness is a factor of accomplished outcomes (Etzioni, 1960). The results are exclusively important. When individual goals do not match with institutional objective there is wastage of resources and time. Poor monitoring and compensation can result in dissatisfaction, high turnover and low productivity. For instance, if police officers are not recognized upon good performance through award of opportunities and better compensation, their morale suffers a lot.

The management should regard the advantage and worth of resources, norms or traditions and structure to maintain trust in its staff. Managers (Commanders) are ought to fast track the goals of the organization (Police Service) to be able to give timely feedback and express position of the organization, solve problems and prepare contingency plans. Failure to track progression of the organization as per its goals, its functions may be sabotaged. Progressive goal evaluation anchored on performance feedback and employees' views should be cascaded with respect, support and objectivity. Several checks and balances on service delivery can be imposed to bring sanity and guarantee objectivity.

Framework of Concept



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

METHODOLOGY

Research Design: This study adopted the descriptive research design. Descriptive research design outlines and reports how things are at the present (Zainal, 2007). The study was carried out in Narok County, Kenya. Narok County is number 033 on list of counties as per the first schedule of Kenya constitution, 2010. Narok is positioned South of Rift Valley and North of Tanzania and shares boundaries with six counties namely County of Nakuru to the North, County of Kajiado to the East and Bomet, Nyamira, Kisii and Migori Counties to the West. The County headquarters is in Narok town.

Target Population: This component was the employees of NPS deployed in Narok County. According to police records, there were about 1688 police officers serving in Narok County. This target population comprised of three categories namely Gazetted Officers (GOs), Non-Commissioned Officers (NCOs) and Constables. Saleemi (2009) posits that population is the total number of elements in a selected field of interest.

Sampling Procedure and Sample Size: The researcher sampled 167 police officers who form 10% of the target population. Mugenda (2003) proposes that respondents making 10% of the target populace are considered sufficient. Randomly Stratified sampling method was adopted in the selection of the three strata of police officers. This sample was composed of 23 GOs, 36 NCOs and 108 constables in which they represented 10% of each category.

Simple random sampling method was deployed to get individuals from respective strata thus ensuring each element from populace could be captured. The reason of using random sampling method was to capture the participants that are truly a representative of the target population (Sekaran, 2007).

Research Instruments: The work devised self-dropped questionnaires in the assignment because they were simply applied tools to gather vital attributes of the respondents (Orodho, 2010). The questionnaires were designed in such a manner that they had both restricted and non-restricted questions. The questionnaires were structured on a scale of five with weight assigned to: “agree strongly = 5; agree = 4; not sure = 3; disagree = 2 and disagree strongly = 1.” Secondary data from county police records was also used in this study to understand the number and distribution of police officers within the county.

Pilot Study: Pilot assignment is a test run carried out in the preparation of the real study or the pre-testing of the research tool (Teijlingen and Hundley, 2001). The questionnaire was pilot tested to 10 subjects similar of the original part to be run in the work. It aided in neutralising ambiguous questions, thus enhancing reliability and validity of the devices. Data obtained was analysed to test and fine tune the efficacy of techniques of data analysis.

Reliability and Validity: Test retest approach was used to assess the consistency at which a research tool is filled by the respondents at different times. This research used Cronbach's alpha coefficient (α), which was coined by Cronbach in 1951 to measure internal consistency of the tests carried out, with values between 0 and 1. The Statistical Package for Social Sciences (SPSS) version 21 was used to compute Cronbach's alpha and reliability coefficients of values equal to or higher than 0.5 were accepted as measure of reliability (Tavakol, 2011). Ten questionnaires were dropped to the same participants drawn from Narok County each one week apart. The information collected was subjected to SPSS version 21 to yield Cronbach's alpha values. The researcher enhanced content validity using expert opinion shared by academicians who include supervisors and lecturers. The researcher reviewed both theoretical and empirical literature on the compensation types and service to enhance construct validity.

Data Analysis and Presentation: The collected data was coded and edited for completeness and consistency. The data was then analysed with the help of the Statistical Package for Social Sciences (SPSS) version 21. Descriptive statistical methods such as means, percentages, frequencies and standard deviation were also used. Inferential statistics was based on analysis of regression multiplier to depict linkage among variables. Regression analysis is a powerful and essential tool that identifies the link between two or more quantitative variables (Gaurav, 2011). Data was presented by use of frequency tables because they display data in a more systemic and organized manner, they are clear and easy to comprehend. The following regression equation was adopted:

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

Whereby Y is the dependent variable (service delivery);

α is the constant term (alpha);

β_1 is the coefficient of salaries,

β_2 is the coefficient of police allowances

β_3 is the coefficient of fringe benefits ;

X_1 - are the salaries;

X_2 - are the fringe benefits;

X_3 . are the allowances;

ε is the error term.

FINDINGS AND DISCUSSIONS

Descriptive Data Analysis

Effect of Compensation Types on Service Delivery

Compensation is very important to officers' service delivery because they also contribute to the productivity of the organization. Study sought to establish how Compensation types affect Service Delivery in the National Police Service; A case of Narok County Kenya.

These compensation types include salaries, police allowances and fringe benefits. The respondents' responses were rated on a scale of five (agree strongly =5; agree=4; not sure=3; disagree=2 and disagree strongly =1) according at what level they aligned or did not align with the responses. Bryman and Bell (2011) proposed that computed means and standard deviations were used to interpret data where; mean <1.5= disagree strongly, >1.5-2.5= disagree, >2.5-3.5=not sure, >3.5-4.5= agree and >4.5 = agree strongly while standard deviations < 1= no variations and > 1 = no consensus. This research used the SPSS version 21 to analyse the data to generate the means and standard deviations of each independent variables as indicated on tables below.

Salaries

Basic Salary

Table 1: Basic Salary that affect service delivery in the NPS

Statement	Mean	Standard deviation
National police service pays you adequate basic salary to enable you satisfy your needs	1.8304	0.0593
Basic salary paid to police officers is proportional to the effort they use	1.9482	0.0894
Your basic salary is paid on time	4.0886	0.19352
Your institution reviews your salary structure regularly	2.256	0.10208
Aggregate	2.5308	0.11108

Origin: Data from Field (2019)

From the results in table 1, majority of respondents disagreed that NPS pays them adequate basic salary, basic salary is proportional to the effort they use and salary structure is regularly reviewed with a mean of 1.8304, 1.9482 and 2.256 respectively. Majority of respondents agreed that basic salary is paid on time with a mean of 4.0886. The standard deviation results were 0.06, 0.08, 0.19 and 0.10 indicating that there was no alteration in the respondents' responses on the adequacy of basic salary, proportionality of basic salary to effort expended, timely payment of basic salary and review of salary structure respectively. The average score mean of 2.530 answers that participants denied that the government is paying them sufficient basic salary and this leads to poor service delivery in NPS and it is supported by standard deviation value of 0.11108. These results are in total agreement with Titany (2012) who indicated that basic pay has direct effect on service delivery in an organization. Keverenge (2015) indicates that there is a direct relationship between basic salary and service delivery.

Special Salary

Table 2: Special Salary that affect service delivery in NPS

Statement	Mean	Std dev
Special salary for police officers is clearly structured	1.8344	0.0598
Special salary is paid on time	4.0886	0.19352
Do you think special salary should be taxed	2.8484	0.12888
Aggregate	2.9233	0.1274

Origin: Data from Field (2019)

Table 2 denotes that the participants disagreed that their special salary is clearly structured as represented by a mean of 1.83; they were also neutral on whether special salary should be taxed as shown by a mean of 4.09. The values of standard deviation prove no alteration in the respondents' answers. The aggregate score which is a mean of 2.923 implies that the respondents were neutral on matters of special salary and this may imperil service delivery in the NPS since it is one of the key motivating factors to the police officers.

Furthermore, the standard deviation value of 0.1274 confirms agreement level on the effect of special salary on service delivery in the NPS. Taljaard (2003) noted that special salary is one of the key factors in service delivery and has direct linkage with it.

Police Allowances

House allowance

Table 3: House allowance that affects service delivery in the NPS

	Mean	Std Dev
Your organization pays you sufficient house allowance	1.8286	0.05639
House allowance increment is better than basic salary increment	1.8088	0.04998
Aggregate	1.8187	0.05319

Origin: Data from Field (2019)

Table 3 manifests that the respondents disagreed that they are paid sufficient house allowance and house allowance increment is better than basic salary increment as manifested by means 1.83 and 1.81 respectively. These results also show a consensus by the respondents that allowances existed as denoted by standard deviation values of 0.056 and 0.050 in that order. The aggregate mean score value of 1.819 represents that the respondents disagreed that the government is paying them better house allowance and this deteriorates service delivery in NPS as it is proved by value of standard deviation of 0.053 that proves higher agreement levels on function of house allowance on delivery of service. According to Andrew (2015) house allowance has direct influence on service delivery through retention, job satisfaction, loyalty and commitment of employees.

Police allowance

Table 4: Police allowance that affect service delivery in the NPS

Statement	Mean	Std Dev
The police allowance paid to officers is enough	1.9233	0.08638
You prefer police allowance increment to basic salary increment	7.9896	0.088459
Aggregate	1.95645	0.08742

Origin: Data from Field (2019)

Table 4 represents that all participants did not agree that they are paid enough police allowance and the police allowance increment is better than salary increment as manifested by mean values of 1.92 and 1.99 respectively. The standard deviation results indicated that there was no deviation on the respondents' responses on police allowance mentioned above. Aggregate mean value of 1.956 denotes that respondents disagreed that their employer pays them enough police allowance and this results to ineffective and inefficient service delivery in the NPS as measured by value of standard deviation of 0.087 that indicates some agreement levels on the effect of police allowance on service delivery. These results can be anchored on a report by Society for Human Resource Management (2009) that exposed allowances are directly linked to service delivery and they can positively be manipulated to improve it. Adams (2009) indicated that special allowances for certain jobs, for instance police allowance are introduced to motivate officers for efficiency and effectiveness in service delivery.

Fringe benefits

Medical cover

Table 5: Medical cover that affect service delivery in the NPS

Statement	Mean	Std Dev
NPS offers health and life protection covers for its members	4.3704	0.197746
Free or affordable health care motivates police officers	4.3704	0.197746
The employer pays for your medical bills	4.0248	0.182109
The comprehensive medical cover is efficient and effective	2.6784	0.121188
Aggregate	3.861	0.174697

Origin: Data from Field (2019)

The results on the above table indicates that all respondents agreed that their employer offers health and life covers to them, affordable or free health motivates officers and their employer pays for their medical bills as denoted by the mean values of 4.37, 4.37 and 4.02 respectively. Additionally, respondents were neutral on whether the comprehensive medical cover is efficient and effective as indicated by a mean value of 2.68. Results of standard deviation show that there was no deviation in the respondent's answers. The aggregate mean score value of 3.861 clearly testifies that respondents unanimously agreed that provision of medical cover leads to efficient service delivery and is measured by value of standard deviation of 0.174697. The above results are rubber stamped by Baase (2009) who indicated that good health of the employees has a positive impact on productivity. Helen (2011) had also indicated that safety issues of workers when not well addressed can derail competitive advantage of an organization.

Life cover

Table 6: Life cover that affects service delivery in NPS

Statement	Mean	Std Deviation
NPS offers life policies to its members	4.3704	0.197746
The life cover is effective and efficient	2.6784	0.121188
Aggregate	3.5244	0.159467

Origin: Data from Field (2019)

The above results on table 6 indicated that all respondents agreed that NPS offers them a life policy cover which is confirmed by a mean value of 4.370 and again the respondents were neutral on whether the same cover is effective and efficient as ratified by mean value of 2.678. The values of standard deviation indicate that there was no alteration in the respondents' answers. The aggregate mean score value of 3.524 shows that all respondents agreed that life cover effectively improves NPS delivery of service and this is rubber stamped by a standard deviation value of 0.15947. This is confirmed by Keverenge (2015) who indicates that fringe benefits such as life cover improve morale of workers and therefore enhance service delivery.

Inferential statistics

The inferential statistics focuses on the regression to establish the linkage among the study variables. The regression analysis results were done using SPSS version 21. The regression analysis was to establish the effect of compensation types on service delivery in the NPS.

Regression results of compensation types and service delivery in NPS

Table 7: Regression results of compensation types and service delivery in NPS

Goodness of fit				
R square	.871			
F statistics	101.63	.000		
Dependent variable: NPS service delivery predictors (constant), salaries, police allowances and fringe benefits.				
	Coefficients	T-statistics	P-value	Beta
(constant)	2.148	22.110	.000	
Salaries	.373	9.673	.000	.392
Police allowances	.488	9.564	.000	.233
Fringe benefits	.564	3.224	.000	.314

Origin: Data from Field (2019)

On table 7 $R^2 = 0.871$ denotes that a combination of all compensation types accounted for 87.1% of the variability in the service delivery in the NPS. The F statistics value is 101.63 and P is $0.000 < 0.05$. These results indicate that salaries, allowances and fringe benefits are jointly significant in describing the variations in the service delivery in NPS at 5% significant level. The regression coefficients in table 7 show the extent to which the compensation types forecast the service delivery in NPS. Therefore, the overall multiple linear regression model can be illustrated as; $Y = 2.148 + 0.373X_1 + 0.488X_2 + 0.564X_3 + \epsilon$. The coefficients for X_1 , X_2 and X_3 quantify the number of units that each component of the compensation types produces after increase in service delivery in the NPS by 1 unit.

Discussion of Results

The salaries coefficient is positive and significant at 0.373 and $p = 0.000 < 0.05$. By this operation the first research objective “To determine how salaries affect service delivery in the NPS” can be deduced from the beta values. The beta value of 0.373 means that for every 0.373 units of application of salaries results to corresponding increase in service delivery in the NPS by 1 unit. This illustration rubber stamps a positive and significant relationship between salaries and service delivery in the NPS. This finding agrees to a study done by Leah Titany (2012) that basic pay translates to employees’ commitment with direct effect on their performance.

Secondly the police allowances coefficient is positive and significant at 0.488 and $p = 0.000 < 0.05$. This addresses the second research objective “To identify the effect of allowances on service delivery in the NPS.” The beta value of 0.488 indicates that for every 0.488 units of use of allowances generates a corresponding increase in service delivery in the NPS by 1 unit. Furthermore, these values manifest good and strong linkage between allowances and delivery of service in the NPS. These findings agree with Adams (2009) who concluded that reward of higher allowances bring about job satisfaction, loyalty and commitment thus improving service delivery.

Finally, the fringe benefits coefficient is positive and significant at 0.564 and $p = 0.000 < 0.05$. These values validate the third research objective “To establish how fringe benefits affect service delivery in the NPS.” The beta value of 0.564 denotes that for every 0.564 units of fringe benefits applied there is an increase by 1 unit of service delivery in the NPS. Subsequently these values prove there is a positive and significant relationship between fringe benefits and service delivery in the NPS. These findings agree to Baase (2009) who indicated that better health of staff is a direct function of staff outcome and the stimulus of economy of the country. This is purposely a key indicator that good management of the health of police officers will lead to enhanced service delivery in the NPS.

CONCUSION AND RECOMMENDATIONS

Focus on compensation types is geared towards efficiency and effectiveness in delivery of service with a resolute mandate of offering quality goods and /or services. In this research the researcher’s intent was to determine the effect of compensation types on service delivery in the NPS with reference to Narok County, Kenya.

The study found out that salaries that included basic salary and special salary had positive and significant relationship with the delivery of service in the NPS in Narok County, Kenya.

The study also concluded that police allowances that included house allowance and police allowance had positive and significant relationship with service delivery in the NPS with reference to Narok County, Kenya.

The findings finally concluded that fringe benefits that included medical cover and life cover had a plus and vital association with delivery of service in the NPS in Narok County, Kenya.

Regarding exhibitions and deductions of this work, the following suggestions are opined.

The National Police Service is guided to improve police salaries with aspects of sufficiency, proper structuring and timely reviews commensurate to market rates and international standards for its employees as the findings exposed that salaries have positive and significant relationship with service delivery. The NPSC is directed to adopt compensating its members sufficient allowances to make NPS service delivery not only be positive and significant but also enhance it.

The NPS should supposedly procure effective and efficient medical and life covers for police officers to enhance its service delivery in a positive and significant way.

Suggestion for further studies

This work suggested a similar assignment be done in the NPS but in a region (many counties) for a vast police populace to compare findings. Again, other methods of data collection such as interview schedules and observation may be applied to obtain diversified views from police officers. This is because interviews are more interactive and may obtain more insights while observation will counter the issue of secrecy among the members of disciplined services (respondents).

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