INTERNATIONAL JOURNAL OF SOCIAL
Sciences and Information Technology
ISSN 2412-0294   www.ijssit.com

EFFECT OF STRATEGIC STAFF COMPETENCY PRACTICE ON SERVICE DELIVERY OF ADMINISTRATION POLICE IN KISUMU COUNTY IN KENYA

[1*] **Bertha Perita Wesaya**
perrydavid2020@yahoo.com

[2**] **Prof. G. S. Namusonge**
gnamusonge@jkuat.co.ke

[1*] *MBA Student, Jomo Kenyatta University of Agriculture and Technology*
[2**] *Lecturer, Jomo Kenyatta University of Agriculture and Technology*

Abstract

The overall aim of this study was to investigate the effect of strategic management practices on service delivery of Administration Police Service in Kenya, with a focus on effect of strategic staff competency practice. The target population was six hundred Administration Police officers and a sample size of 234 officers was drawn from the target population by use of Krejcie & Morgan sample size formula for finite population. This study will be significant in highlighting the need to create a better understanding of the importance of strategic staff competency, organizational command structure and strategic corporate communication on improving service delivery of the Administration Police Service. This study reviewed the theories related to the study which included the resource based view theory and systems theory. The findings revealed that, majority of the officers who have undergone extra training agreed that it helped them to improve on their service delivery. The findings also revealed that strategic staff competency had a significant positive impact on service delivery at Administration Police Service in Kisumu County and that the relevant department needs to highlight training policies as a way of enhancing service delivery.

Keywords: *Service Delivery, Staff Competency, Strategic Management Practices*

1. Introduction

Security is a key incentive for attracting investment as it provides an enabling environment for individuals and businesses to thrive. The focus of the Administration Police Service in service delivery is anchored against the background of Kenya Vision 2030 in ensuring security for all as a cornerstone for socio- economic transformation (National Police Service, Strategic Plan, 2013). The Administration Police Service plays a pivotal role

in enforcing law and order by assisting government Ministries and Departments to exercise the provisions of their respective Acts accordingly, however, the Service believes that contribution to community safety will only be effective with employment of a number of strategic management practices (National Police Service, Strategic Plan, 2013). It is in this regard that this study was done, extensively to highlight the impact of strategic staff competency as a strategic management practice in the Administration Police Service in its service delivery.

In Kenya, Security service providers play a very important role to the growth of the nation through provision of safe environment to every Citizen to undertake their day-to-day business without unlawful interference. All organizations, especially police departments, are shaped by their historical, community, and political environments. Our societies have evolved with time for example, from an isolated collection of agriculturally based communities to a complex technological and information age society. Policing, like our societies, has also undergone a transformation (Schafer, 2009). It has evolved from the responsibility of colonialism (colonial sheriff) and citizen night watch into a high profile, professionally organized, 24-hour, 365-day, occupational specialty. Today, police administrators are accountable for an array of responsibilities that include public safety, law enforcement, human resource management, and information and fiscal management. Police officers have become the most visible representatives of the government on our streets and the most commonly encountered authority figures in our community (Palmer, 1988).

2. Concept of Strategic Management Practices in the Administration Police Service

Good strategy demands much of the military professional whether it is formulating, articulating, or executing strategy. It requires the professional to step out of the planning mindset and adopt one more suited for the strategic environment. In simplistic terms, strategy at all levels is the calculation of objectives, concepts, and resources within acceptable bounds of risk to create more favorable outcomes than might otherwise exist by chance or at the hands of others. The concept of strategy is multidimensional and has been expressed in different ways by strategic management scholars. Mintzeberg (2002), view strategy as the pattern or plan that integrates organizations major goals, policies and actions into a cohesive whole and also points out that strategy involves 5 Ps as follows, strategy as a plan, strategy as a ploy, strategy as a pattern, strategy as a position, and strategy as a perspective. A well formulated strategy helps an organization to marshal and allocate its resources into a unique and viable posture based on its relative internal competences and shortcomings, anticipated changes in the environment and contingent moves by competitors.

3. Research Problem

Since independence, the Kenya government employs Police Officers annually, but the trend of crime is becoming more complex (Sommer, 2007). Various reports and independent surveys have portrayed the Police Service negatively, for instance the Independent Policing Oversight Authority (IPOA) Baseline survey conducted in 2013. The IPOA survey came up with findings that indicated low level of engagement with the public led to the misconception of the police as an unfriendly agency to work with. This has been

attributed to incompetence coupled with poor leadership (CHRI and KHRC, 2006).

Despite the numerous studies on strategic management practices, the Security Service organization has been largely neglected and there has never been an attempt to study the same. The limitation of this study was the fact that it was carried out as a case study of Administration Police Service at Kisumu County hence the results cannot be generalised to the National Police Service. Further, no study exists in the management in security sector as there is only other studies by Furuzawa (2011) and Njuguna, Ndung'u and Achilles (2015) in Police Reforms sector. It is also worthy to acknowledge the fact that most of the studies on the same in other industries have followed the same methodology of case studies. There is therefore a need to carry out a survey of the security management sector.

4. General Objective

The general objective of the study was to investigate the effect of strategic staff competency practice on service delivery of Administration Police officers in Kisumu County

5. Research Hypothesis

H_{01} Strategic staff competency practice has no effect on service delivery of Administration Police Service in Kisumu County.
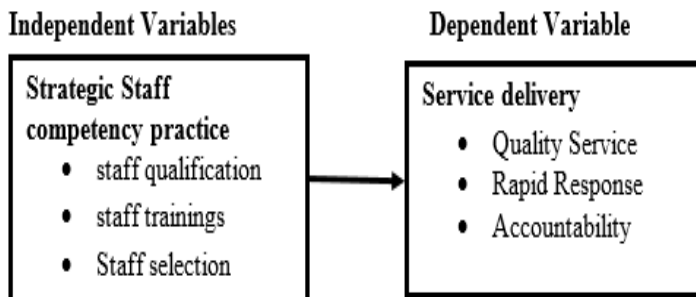
6. Conceptual Framework

Figure 1

7. Research Design

A descriptive survey design was utilized in the study; Primary data was collected through structured questionnaire while secondary data was obtained from reports, journals including official documents at County Administration Police Headquarters. Reliability of the questionnaires was tested by use of Cronbach's Alpha method and a pilot study done in bid to pretest and validate them. Qualitative and Quantitative analysis of data were both used for open ended and close ended questions respectively. Statistical Package for Social Sciences computer package was used to analyze statistical data while content analysis was used to analyze the quantitative data and the findings presented in tables of frequencies, narratives.

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

8. Strategic Staff Competency Practice

A competent and/or skilled work force gives any corporation a competitive advantage over its competitors and this translates into improved service delivery. To get to know the officers competency, the researcher requested the respondents to state the following;

9. Highest Level of Education

The researcher requested the respondents to state the highest level of education and the results are shown in the table 1;

Table 1: Highest Academic Qualification of AP Officers

Level of Education	Frequency	Percent
Primary	2	1
Secondary	160	69
Undergraduate	61	27
Postgraduate	7	3
Total	**230**	**100**

From the findings, the majority of Administration police officers in Kisumu County accounting for 69%, have secondary education, followed by those with a bachelor's degree (undergraduate) accounting for 27%, then post graduate accounting for 3% and a negligible 1% with primary education. It is noticeable that all police officers within the county are literate. An educated workforce is one of the most important components of a vital, healthy organization. For sure it is a long-term indicator of the investment that a state has made in developing and attracting human capital.

10. Other Courses Attended

Training enhances employee knowledge and skills hence it improves his or her service delivery and thus increases the level of customer satisfaction. Skilled employee increases productivity.

Table 2: Other Courses Attended

Attended a course	Frequency	Percent
Yes	103	45
No	127	55
Total	**230**	**100**

According to the findings, out of 230 AP officers, a total of 127 officers accounting for 55% of the officers had never attended an extra training in the course of their duty, while 103 officers accounting for 45% had undergone extra trainings related to their police work.

11. Effects of Training on Service Delivery

Routine is invisible by its nature; whatever you repeat will become your norm. Routine can either train or de-train a police officer, thus refresher courses are worthy. In service training has often been cited as one of the most important responsibilities in any law enforcement agency as it results in greater productivity and efficiency in service delivery.

Table 3: Effects of Training on Service Delivery

Statement	Strongly Agree (%)	Agree (%)	Undecided (%)	Disagree (%)	Strongly Disagree (%)	Mean
Training improved service delivery	34 (33)	30 (29)	31 (30)	5 (5)	3 (3)	3.8737

From the findings above, out of the officers who have undergone extra training, 62% agreed that it helped them to improve on their service delivery with 30 (29%) agreeing and 34 (33%) strongly agreeing, 30% were undecided whether extra training improved service delivery while 8% disagreed that the extra training improved their service delivery with a mean of 3.8737.

12. Selection Criteria on Training Opportunities

Selection criteria is very critical in strategic management, where criteria applied helps in determining entry behavior, the table below show the respondents feeling on selection criteria

Table 4: Selection Criterion

Criteria	Frequency	Percent
Very fair	69	30
Fair	46	20
Not fair	115	50
Total	**230**	**100**

Majority of Police Officers accounting for 50% agreed that selection criteria regarding training opportunities was not fair, 30% agreeing that the selection process was very fair while 20% mentioned that it was fair. Those who reported unfairness in selection criteria regarding training opportunities indicated that corruption took center stage whereby most selection was based on tribalism, nepotism and financial kickbacks.

13. Inferential Results

This comprises of both correlation analysis and regression analysis. Correlation analysis was used to determine the relationship between strategic staff competency and service delivery. Both linear and multiple regressions were employed in the analysis of the study with simple linear regression used to change coefficient of determination for each study variable and multiple regressions used to produce regression coefficients for study models.

Regression Results for Strategic Staff Competency

Table 5: Model Summary for Strategic Staff Competency

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642[a]	.412	.398	.36398

a. Predictors: (Constant), SSC – Strategic staff competency

This is a presentation of the regression model goodness of fit statistics to determine whether service delivery has linear dependence on strategic staff competency such as on-the-job training. Since this is not a multivariate linear regression, the results show a coefficient of determination (r^2) of 0.412 meaning strategic staff competency can explain 41.2% of the variance in service delivery at Administration Police at Kisumu County leaving 58.8% to be explained by other factors. The adjusted r squared cannot be used since it is a simple linear regression.

Table 6: ANOVA for Strategic Staff Competency

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.205	1	3.205	5.492	.020[b]
	Residual	133.077	101	.584		
	Total	136.283	102			

a. Dependent Variable: Service delivery

b. Predictors: (Constant), SSC– Strategic staff competency

ANOVA measures the overall significance of the regression model. ANOVA findings as explained by the P-Value of 0.020 which was less than 0.05 (significance level of 5%) therefore the model is overall statistically significant as there exist a correlation between strategic staff competency and service delivery at Administration Police Service in Kisumu County. The F-test gave a value of 5.492, p<0.1 which was enough to support the goodness of fit of the model in explaining the variation in the service delivery. It also established strategic staff competency was useful predictor service delivery at Administration Police Service in Kisumu County.

14. Key Findings

The objective of the study was to determine the effect of strategic staff competency practice on service delivery of Administration Police Service in Kisumu County, Kenya. Moraa and Bichanga

(2016) in their study sought to establish the effects human resource management strategy on service delivery in the health care provision. The findings reaffirmed that human resource management strategy is essential for provision of good service delivery. In addition to this, the careful elimination of draconian strategies of human resource management and in place adopts human resource strategies that involve all employees in decision making process could help for efficient service delivery. In this study, personnel skills enhancement was the point of focus and how it affects service delivery. From the findings of this study, it was established that Administration Police officers in Kisumu County are deficient in relevant skills and competencies. In addition to basic recruit training, the Administration Police as a Service should organize on job training sessions in order to enhance the competencies of their staffs. Holden (1994) suggests that during training, emphasis should be placed on improving their analytical skills, communication skills, self-confidence, self-control, relationship building, and physical fitness. These skills are essential for effective execution of policing duties. Key competencies that training should focus on entail assertiveness, information seeking tendencies, work organization, initiative, cooperation, organizational awareness, concern for safety, amongst others. The preceding skills and competencies can enable them to be proactive rather than reactive and exercise professionalism at all times.

15. Conclusion

The study determined the impact of training on service delivery at Administration Police Service in Kisumu County. Correlation analysis showed that there was a positive and strong relationship between strategic staff competency and service delivery. Based on research findings, training had a significantly huge role in service delivery at Administration Police Service in Kisumu County. On selection criteria for training, half of the respondents pointed out that it was not fair. However, slightly below average of the respondents pointed out that they had attended some other form of training apart from the basic course.

16. Recommendation

The following recommendations were made based on the objective of the study. More than half of the respondents declared that they had not attended any other course apart from the basic course and half of the respondents pointed out that the selection criteria was not fair. The study recommends that the police training curriculum needs to be revised in order to build capacities of all officers, in-service training should be a routine to all officers in order to develop officers' skills. On selection criteria, it should be based on research regarding the specific areas of needs across all cadres in the Service.

References

Abdelatiff, M. (2003). *A handbook of personnel management practice.* London: Kogan Page.

Akinola, G. D. & Olumide, H. (2011). Evaluation of leadership and Employee Commitment to work in Nigerian Bottling Company. *Studies in Sociology of Science*, 2 (4), 47-89.

Armstrong, J. S. & Terry, S. O. (1977). *Estimating Non-Response Bias in Mail Surveys," Journal of Marketing Research.* 14 (3), 396-402.

Cohen, A. (1993). *Organizational commitment and turnover*: A meta-analysis. Academy of Management Journal.

Cooke, W. (1994). Employee participation programs, group based incentives & company performance. *Industrial and Labour Relations Review*, 47 (1), 603.

Cooper, D. R. & Schindler, P. S. (2006). *Business Research Methods.* Mc Graw – Hill, New Delhi, 9th edition.

Cooper, D. & Schindler, P. (2007). *Business research methods*. London: McGraw Hill International.

David, F. R. (1997). *Concepts of Strategic Management*, Sixth Edition, New Jersey, USA: Prentice Hall.

Government of the Republic of Kenya (2007). *Kenya Vision 2030*. Nairobi: Government Printers.

Holden, R. (1994). *Modern police management*, 2nd ed.Englewood Cliffs, N.J.: Prentice-Hall.

Johnson, G. & Scholes, K. (2002). *Exploring corporate strategy* (6th ed). Harlow: Prentice Hall.

Kothari, C. (2004). *Research methodology: methods and techniques*. New Delhi. Wiley Easter.

Mintzberg, H. & Campel, J. (1999). *Reflecting on the Strategy Process*. Sloan Management Review.

Mugenda, A. G. & Mugenda, O.M. (2003). Research methods: Quantitative and Qualitative Approaches. Nairobi. *African Centre for Technology Studies Press.*

Republic of Kenya. (2010). *Administration Police strategic plan 2004-2009*. Nairobi: Government Printers.

Republic of Kenya. (2011). *Police reforms implementation committee report*. Nairobi: Government Printers.

Republic of Kenya. (2010). *The Kenya constitution*. Nairobi: Government Printers.

Republic of Kenya. (2011). *The National Police Service Act, 2011*. Nairobi: Government Printers.

Schafer, J. A. (2009). Enhancing effective leadership in policing*: An International Journal of Police Strategies and Management*, 32, 238-260.

Thompson, A. A. & Strickland, A. J. (2003). *Strategic Management Concepts and Cases.* (12th ed.). New York. McGraw-Hill.

Wernerfelt, B. (1984). A resource based view of the firm. Strategic Management Journal, Vol. 5, Issue: 2, pp.171-180.