

Influence of Employee Involvement as a Workforce Agility Practice on Service Delivery of Police Officers in Nairobi City County, Kenya.

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Abstract

Organizations today are operating in an environment which is global and competitive where customers are frequently making higher demands for quality services. Lack of accountability, corruption cases and misuse of force are however some of the ills that police officers in Kenya have been linked with despite the reforms in policing undertaken by the government. This thus points to a need to rethink how police officers' service delivery can be improved especially in the current dynamic and turbulent security situation by incorporating employee involvement. It is against this backdrop that the researcher purposed to establish the influence of employee involvement on police officers' service delivery in Nairobi City County, Kenya. The study was anchored on Ability-Motivation-Opportunity Theory and SERVQUAL Model with causal and descriptive designs being adopted. The target population comprised of 6,945 police officers drawn from eleven police sub counties in Nairobi City County. A sample of 247 police officers was drawn from six sub counties obtained using multistage probability sampling. A pilot study was conducted on 25 police officers using a questionnaire which was pretested for reliability and validity prior to data collection. The standard deviation and mean were the descriptive statistics that described the data while multiple linear regression analysis was employed in testing the hypotheses. Presentation of results was by use of graphs and tables. The study findings were that employee involvement has a significant positive effect on service delivery of police officers in Nairobi City County, Kenya. The study thus recommends that the management of the KPS should focus on service delivery improvement by employing employee involvement.

Keywords: Workforce Agility Practices, Employee Involvement, Service Delivery.

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I. Introduction

The present business environment is very complex and volatile and organizations must perpetually endeavor to identify sound solutions to their problems. This calls for the organizations to frequently adapt to the changing conditions since the current environment is changing at a faster rate than normal. Serehey and Karwoski (2014) postulate that amongst ways of tackling uncertain and unpredictable environment, the view of an agile organization that is rich in workforce agility is the most popular and predominant. COVID-19 pandemic has become not only a global health crisis but also an international economic concern and the worldwide lockdown of businesses and working from home norms have generated an array of fundamental and unique challenges for both employers and employees globally (World Economic Report, 2020).

In many world countries, rapid changes were undertaken by many organizations in the public service after the world war second. Public service management restructuring is also currently being done by many countries with a view of bettering effectiveness and efficiency of services offered to the citizenry (Mwangi, 2018). From the beginning, the focus of the reforms was on political and law enforcement, economic sector and defense sector. Hood (2013) opines that public service management restructuring has been a continuous undertaking in a multiplicity of developing and developed countries for more than two decades. Sonderling (2013) postulates that provision of efficient and effective services to members of the public is the main responsibility of police agencies countrywide. Hoggett, Redford, Tohar and White (2014) assert that global changes have raised security demands and have also made it complex calling for reforms in the security arena. Police officers are now expected to dispense their responsibilities in an environment that is rather challenging.

In Unites States of America, the root of political era (1840's to early 1900's) according to Nisar and Rasheed (2019) was due to the procedures that the police officers operated in. During this period, there was a noticeable political interference in police operation which was managed by white politicians in its entirety. The white politicians had more powers than other politicians regarding the ways in which police officers operated. In 1990, the American Police started experimenting new programs and ideas in spite of the old problems that were

still persistent. According to Omoroghomwan (2018), police abuse was endemic and the citizens had no respect for the law enforcement organs. The reforms thus had to revolve around making policing a more organized affair where use of force would be regulated and an independent oversight body brought into place. This in the end bettered the service delivery of police officers.

Bayley (2008) cited by Marenin (2014) postulates that American police has distinct characteristics enumerated as follows; That it is accountable to elected politicians, press, civilians, criminal and civil courts. The American police officers are also responsive to citizen demands, a thing that any citizen would long for. American police is also pegged on policies based on factual information and openness to evaluation.

The post independence political African history according to Marenin (2014) has been an authoritarian institution, not forgetting the ubiquitous one party state and dictatorship in the military arena. Police officers have for a long time operated under these precincts and it is only in the 1990s' that African countries started valuing democratic reforms and embraced training in human rights in the police forces. There appears to be a consensus among stakeholders that police forces in most African countries are under equipped, understaffed, underpaid, poorly trained, lack administrative procedures and have few professional police skills.

During the 2005 national elections as noted by Barasa (2017), Tanzanians' fear and levels of crime heightened all over the country. The confidence and public trust levels in Tanzanian police officers went on deteriorating. Notable concern's areas included corruption, road accidents, violence, fraud and drug trafficking. Ethical misconduct by police officers has attracted a massive focus from national, international and regional bodies that are interested in bettering service delivery of the police sector. Many countries worldwide have arrived at a consensus about the need for police sector reform in service delivery improvement and strengthening (Barasa, 2017).

For a long time, police officers in Kenya have been accused of violation of human rights and oppression of the masses by not being accountable of their actions. According to IAU Kenya Report (2019), complaints received against police officers in 2019 alone were: 493 on police inaction, 266 on police harassment, 74 on obstruction of justice, 73 on corruption, 63 on abuse of power, 19 on abuse of office and 18 on police negligence. Kenyans have thus continued facing a myriad of challenges of insecurity translating to crimes' increment, deteriorating public confidence of members of public towards police officers and a mutation of disorder.

This then manifests that in spite of operational and managerial interventions undertaken, there is still need to do much in terms of service delivery of police officers especially in issues involving securing the citizens, dependability and bridging the perpetual gap that has hitherto existed between police officers and the members of public.

1.1 Service Delivery of Police Officers

Lucas (2017) posits that service delivery is the ability of an informed and enthusiastic workforce to provide services and products to their clients in a manner that satisfies unidentified and identified customers. Service delivery is the realization of specific tasks that are evaluated against identified accuracy standards, speed, attentiveness and completeness. A good service offered by a workforce is usually viewed in terms of outcomes but can however be viewed from the behavioral perspective (Armstrong, 2000). It answers the question whether an employee performs his or her duties, jobs and responsibilities rightly and is a factor that is critical for organization's success (Mathis & Jackson, 2008).

Service delivery of police officers has continued drawing concerns from the external and internal circles and can be termed as the adopted police procedures that help in perpetuating harmonious indirect and direct relationship with the citizens. This in essence entails the routine duties performed in policing whose outcomes are related directly to conflict control that impact the lives of human beings and affect social order (Maslov, 2015). The main role of police has been to provide an environment where rights of citizens can be respected. Other than crime rates reduction, lowered complaints against police, application of formulated standards, arrests made and response time are the other usable attributes in measuring police service delivery (Dave, Ortis, Euler & Kuyendall, 2015). Managers of policing and administrators ought to be aware of police officers' service delivery measurement in order to examine the appropriateness of specific internal policies (Maslov, 2015).

This study measured service delivery by employing SERVQUAL model developed by Parasuraman (1985) and adopted by a number of researchers such as (Njau, 2019; Maboia, 2018; Pakurar, Haddad, Nagy, Popp & Olah, 2019) who all employed five service quality dimensions namely assurance, reliability, empathy, responsiveness and tangibility. The dimensions have an implication that there is a notable gap between services offered by police officers and customers' expectations.

1.2 Workforce Agility Practices

Workforce agility practices entail the supportive human resource undertakings adopted to produce adaptive, proactive and resilient employees with an aim of improving service delivery of employees amidst the unpredictable changes in the work place (Muduli, 2017). Workforce agility on the other hand entails the capacity of employees to respond flexibly and quickly to their environment so as to tackle emerging challenges using a tackle that is innovative (Dove & LaBarge, 2014). It refers to the ability to use positive agents to cope with changes so as to reach prosperity and growth.

Alhamid (2015) postulates that the management in organizations ought to search for strategies and solutions that enhance survival and help their employees tackle unpredictable, unexpected and unprecedented changes in environment. There is need for organizations to react faster to changes than their competitors do so as to realize market place competitive advantages as postulated by Robert and Grover (2012). Heckler and Powell (2016) state that work force agility organizational practices help employees to apply skills, knowledge and work experience so as to respond to changes that are unexpected in an organization.

According to Horney (2013), workforce agility practices enable employees to respond to changes and benefit from them as individuals and also helps them to be responsive to environmental demands in the right means and in the right time. An agile workforce has to have broad capabilities and a broad vision to tackle the turbulences in the market by having the positive angle of such dynamic conditions as abrupt shifts in preferences of customers.

Maimuna and Rashad (2013) assert that organizations that are able to adapt to changes and learn faster than their competitors are the favorable ones in the 21st century. Quickly adapting employees are required in organizations' need to adapt to the world market that is ever changing. The realization of Kenya's Vision 2030 and economic improvement of the country partially requires a harmonious and peaceful citizens' existence which calls for a high security level (Barasa, 2014).

In the wake of COVID-19 pandemic that has hit the globe, successful organizations are those which can retool and restructure their delivery models at pace with the nature of the current turbulent economy whilst operating with an employee base that is highly virtual (World Economic Forum, 2020). Winning organizations on the other hand are those that have taken COVID-19 pandemic as an opportunity to learn and disrupt themselves through massive digitization and innovation. World Economic Forum (2020) asserts that the crisis demand for incorporation of workforce agility practices so as to adapt to the frequently changing regulations and systems in the work place.

Employers that value workforce agility create a culture for developing employees and in the end are in a position to attract a pool of employees that are developed highly (Kipkebut, 2010). According to Vision 2030, Kenya's economic growth has been forecasted at ten percent, a target that needs collective responsibility so as to avoid the state of that dream being elusive. The above can be realized if the organizations remain focused to the employees' empowerment opportunities that help all citizens play their role in improving service delivery. According to Kenya Police Service Strategic Plan (2013-2017), the relationship between the public and security agencies will only be enhanced by comprehending human emotions, human drives, inhibitions and knowledge of crucial training techniques.

1.3 Kenya Police Service

The Kenya Police Service has its roots in the late nineteenth century and was solely formed to provide security to the Imperial British East Africa Company. It was however formalized in 1920 when Kenya became a protectorate. The Kenya Police Service is a construct of the Kenya National Police Service Act (2011) endowed with the responsibility of ensuring enforcement of law and order in Kenya. There are a number of formations and units under the Kenya Police Service namely the General Service Unit, Kenya Police Main Campus, Railways Police Unit, Kenya Police Airwing, Kenya Airports Police Unit, Diplomatic Police Unit and the Maritime Police Unit.

The Kenya Police Service as currently constituted is under the headship of the Inspector General of the National Police Service and the Deputy Inspector General, Kenya Police Service. The Kenya Police Service is further divided into eight regions namely Nairobi, North Eastern, Eastern, Western, Central, Rift Valley, Nyanza and Coast, each under the supervision of a regional police commander. There are currently forty seven county policing areas, each under the command of a county policing commander. Policing counties are further segmented into policing sub counties each directed by a Sub-County Police Commander with policing sub counties further divided into ward commands headed by ward commanders. Under police station commands lie police posts and patrol bases (The Service Standing Orders, 2017).

The Kenya Police Service's mission is provision of police service that is people centred and professional by way of upholding rule of law and ensuring community partnership in ensuring that there is observation of rule of law. "Utumishi kwa Wote" which means service for all is the Kenya Police Service's

motto. The primary mandate of the Kenya Police Service is to preserve peace, to maintain law and order, to investigate crimes, to protect life and property, to prevent and detect crimes, to collect criminal intelligence, to apprehend offenders and to enforce all regulations and laws that the organization is charged with (National Police Service Act, 2011).

The Kenya Police Service has its ranking as follows starting with the highest: Inspector General Police, Deputy Inspector General, Senior Assistant Inspector General, Assistant Inspector General, Commissioner of Police, Senior Superintendent, Superintendent, Assistant Superintendent, Chief Inspector, Inspector, Senior Sergeant, Sergeant, Corporal and the lowest one being a Police Constable. Kenya's Inspector General reports to the cabinet secretary at the time in charge of Interior and Coordination of National Government who then reports on all security matters to the president of the country (National Police Service Act, 2011).

Between January and June 2019 only, IPOA received a total of 1,717 complaints from members of public revolving around inaction by police, abuse of office, harassment, physical assault, wrongful detention, police corruption, malicious prosecution, unwarranted shootings, sexual offences and deaths in police custody (IPOA, 2019). This is in spite of the Kenya government's effort in undertaking reforms through revision of police training curriculum, procuring of sophisticated equipment, reviewing of police pay and betterment of housing facilities. Poor service delivery by police officers leads to irreparable damage to principles, democracy and confidence towards police officers (Murunga, 2014). The aforesaid indicates that there is a major problem in the Kenya Police Service and there is need for a study to unearth it and come up with workable solutions. It is on this premise that the researcher purposed to conduct a study on employee involvement and service delivery of police officers in Nairobi City County, Kenya.

1.4 Statement of the Problem

Police officers especially in Nairobi City County have turned rogue and Kenyans are nowadays waking up to news of police officers found robbing from those whose lives they ought to be protecting (Nairobi County Crime Statistics Report, 2019). Transparency International in a survey found out that more than fifty eight percent of the Kenyan citizens are not satisfied with service delivery of police officers in Kenya (Transparency International, 2016). Following the dusk to dawn curfew set by the president of Kenya to manage Corona Virus, IMLU between 27th March and 8th April 2020 only had recorded 25 cases of torture, extrajudicial executions and ill treatment all attributed to police excesses (IMLU, 2020).

Were (2013) asserts that there is need to conduct a research on other attributes that affect service delivery of police officers other than the work environment, resources and legal framework. Policing has become a difficult undertaking and the roles that police officers play have become extremely complex. This needs a thorough relooking by future researchers by deviating from the hitherto known models of security enhancement (Maina, 2017). Weisdurd, Telep, Hinkle and Eck (2018) posits that previous studies in policing have been pegged much on policing ways thus neglecting the goals of crime control and prevention and other community's ills. Goldstein (2018) argues that police officers should expand the policing tools beyond law enforcement which is seen as the common tool of the standard policing model.

Alavi, Abd-Wahab, Muhmad and Shirani (2014) stated that work force agility has not been systematically studied in many organizations and recommended the need to examine workforce agility effects in future. Recent studies have also paid less attention on the link between work force agility processes and service delivery with the focus being mostly on manufacturing agility. Sherehiy and Karwoski (2014) postulates that there is little empirical research available on workforce agility practices.

In the light of the aforesaid, this study thus endeavored to establish the influence of employee involvement as a workforce agility practice on service delivery of police officers in Nairobi City County, Kenya.

1.5 Objectives of the Study

The study's objective was to establish the influence of employee involvement on service delivery of police officers in Nairobi City County, Kenya.

1.6 Research Hypothesis

The research hypothesis was that employee involvement has no significant influence on service delivery of police officers in Nairobi City County, Kenya.

II. Theoretical Literature Review

2.1 Ability, Motivation and Opportunity Theory

The main proponent of this theory is Bailey (1993) who postulates that the effort of employees requires three components namely the necessary abilities and skills, proper motivation and the employer also has to accord the employees an opportunity for participation. AMO theory is an acronym for the three ingredients that enhance service delivery namely ability, motivation and opportunity for participation.

Appelaum, Bailey, Berg and Kalleberg (2000) opines that the AMO theory properly explains on the need for the management to enhance employees' skills, provide rewards and provide opportunities to use their

skills and abilities through employee involvement. Musah (2008) in a study found out that motivated, skilled and flexible workforce assists organizations in their bid towards having core competencies which in turn enhance service delivery.

According to Fu, Flood, Bosak, Morris and O'Reagan (2013), enhancing of ability seeks to improve knowledge, skills and abilities through interventions such as training. Motivation on the other hand is ensured through intrinsic and extrinsic rewards while the opportunity dimension is ensured through such interventions as self directed work teams and participatory management (Munteanu, 2014). Boxall and Purcell (2003) assert that efficient high performance work systems need three requisite ingredients for the employees' discretionary efforts to be properly employed: chances of participation, proper incentives and employees' training and development policy. Positive discretionary behaviors are linked with walking an extra mile by voluntarily taking additional tasks thereby enhancing service delivery (Purcell, Kinnie, Hutchinson, Rayton & Swart, 2003).

The theory has however been criticized in that studies done linking AMO theory and service delivery depicts association but do not reveal causation owing to lack of sufficient empirical evidence (Kellner, Cafferkey & Townsend, 2019). The theory is however relevant since it supported employee involvement variable of this study.

2.2 SERVQUAL Model

The theory was proposed by Parasuraman, Zeithaml and Berry (1985) when seeking to address the gap that exists between the expectation of customers and the satisfaction that the customer actually gets after consuming a particular product or service. The expected service is a result of past experiences between a customer and the provider of a service. The model demonstrates ten factors that may influence the gap's appearance namely responsiveness, reliability, competence, communications, access, courtesy, security, credibility, tangibles and understanding the customer.

Suuroja (2003) later improved on the model and came up with five generic dimensions of service quality as follows: Reliability which entails the ability to render a promised service dependably; Tangibles which include equipment, physical facilities and how the service providers appear; Responsiveness which entails the ability to offer a prompt service and the willingness to assist customers; Empathy which entails offering of individual attention; Assurance which entails competence and capability of inspiring confidence and trust to the customer.

Buttle (1996) criticizes the model by asserting that there is no universality of the five dimensions and that the dimensions on service quality are merely contextualized. The model is however relevant since it addressed the dependent variable (service delivery) by outlining how service delivery of police officers can be bettered by ensuring responsiveness, empathy, reliability, tangibility and assurance.

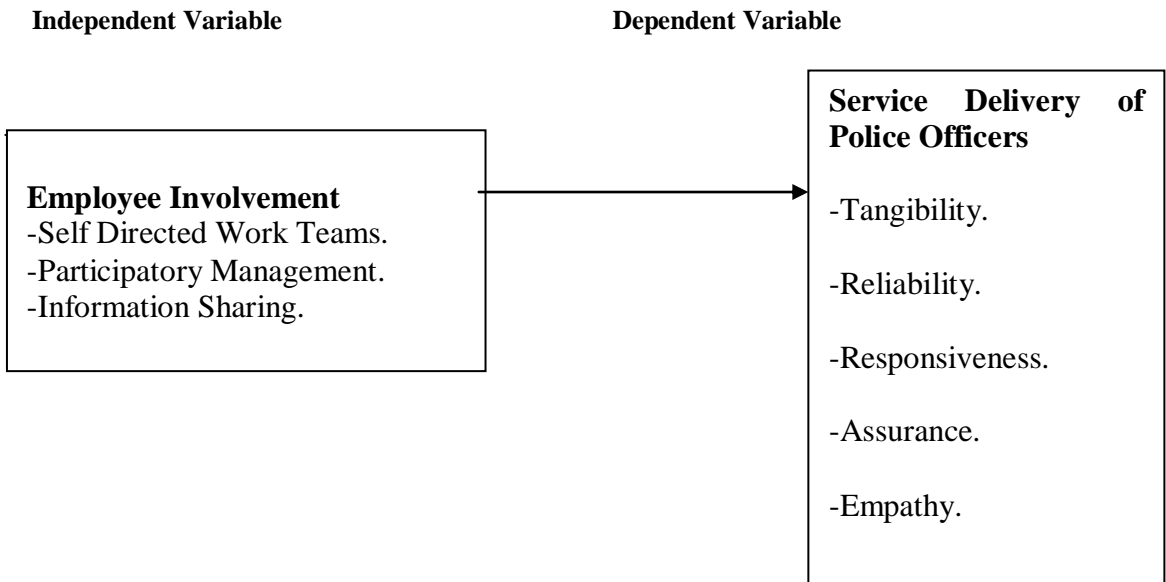
III. Empirical Literature Review

3.1 Employee Involvement and Service Delivery

Motieri (2018) investigated the effect of employee involvement on employees' service delivery in Nairobi Water and Sewerage Company. Descriptive research design was employed and a semi structured questionnaire was used while collecting primary data. Analysis of data was by inferential and descriptive statistics. The findings showed a statistically significant positive relationship between employee involvement and service delivery. The current study was on security sector specifically on police officers in the KPS whereas the reviewed study was on the water sector.

In a study on the influence of employee involvement on service delivery at KEMRI, Ambani (2016) adopted a descriptive survey design. Simple random sampling was used to arrive at 174 respondents. Analysis of data was done using descriptive approach while data was presented using tables. Test variables were measured by use of regression analysis. The study found out that KEMRI's employees had well defined objectives and goals, the workforce understood how service delivery of the workforce aids in goal attainment of the entire organization and that representative participation is a means of employee involvement. The current study developed a conceptual framework, a thing that this reviewed study conspicuously lacked.

Muhammad, Nadeem, Syenda and Muzammal (2019) conducted a study on the relationship existing between employee involvement and service delivery in Milieu of Pakistan. The study employed three independent variables namely team orientation, empowerment and capacity development. Regression analysis and correlation were used to prove the hypothesis. The study found out a strong positive relationship amongst team orientation, empowerment and capacity development and employee service delivery. The study also found that organizations that exercise excessive delegation record higher performance than those which do not. Whereas the reviewed study was carried out in Pakistan, the current study was in Kenya so as to close the contextual gap.



IV. Research Methodology

This study employed a descriptive research design. Descriptive research design provides an investigator with qualitative and quantitative data and answers the “what was” or “what is” in a social system by observing and describing the subjects’ behavior (Saunders, 2007).

Descriptive design thus provided the current study with appropriate procedure for establishing the influence of employee involvement on service delivery of police officers in Nairobi City County, Kenya. An empirical model was employed while testing the statistical significance of the relationship between employee involvement and service delivery. Multiple linear regression is suitable when predicting values of dependent variable where predictor variables are in place (Cooper & Schindler, 2011).

The target population comprised of police officers in eleven police sub counties in Nairobi City County with a total of 6,945 officers cutting across the ranks and serving in various units from where a common policing platform is shared (Kenya Police Service Data Centre, September 2020). The researcher used multistage probability method to choose the desired sample from the target population of 6,945 police officers because of the populations’ homogenous characteristics (Kothari, 2014). The unit of observation’s sample size was computed using Yamane (1967) formula expressed as $n = \frac{N}{1 + N(e)^2}$ where n=sample size, N=population size and e is the precision size which is 0.05 in this study.

$$n = \frac{4,544}{1 + 4,544 (0.05)^2} = \frac{4,544}{1 + 17.36} = 247$$

Questionnaires were employed in primary data collection from police officers required for the study. Kiess and Bloomquist (1985) posits that questionnaires help the researchers to obtain data with ease, provide considerable advantage in administration and present a stimulus potentiality that is even to a large number of respondents. The three kinds of validity that were put into consideration in this research are content validity, face validity and construct validity. A Cronbach Alpha Coefficient which ranges from zero to one was pivotal when ascertaining the questionnaire’s reliability.

The study assumed a regression model of the form $SD = \beta_0 + \beta_1 EI + \epsilon$ where SD= Service Delivery, EI= Employee Involvement, β_0 =constant, β_1 is a Beta Coefficient while ϵ =Error Term.

V. Study Findings

Table 4. 6: Employee Involvement

	N	Min	Max	Mean	Std. Deviation
Self Directed Work Teams					
The Kenya Police Service encourages team formation.	189	1	5	3.9894	0.94525
My team is granted autonomy to have control over its duties.	189	1	5	3.4021	1.08038
Police officers’ teams have a say on how work is done.	189	1	5	3.2646	1.04874
Teamwork is important for service delivery in my organization.	189	1	5	4.3228	0.94338
Sub Variable Aggregate				3.7447	1.0044
Participatory Management					

The top management values feedback from police officers of all ranks.	189	1	5	3.2487	1.09959
I have freedom to exercise control over my duties.	189	1	5	3.2275	1.0294
There is an open door policy in my organization.	189	1	5	2.9947	1.0644
In my organization, meetings held are participatory.	189	1	5	3.4339	1.02735
Sub Variable Aggregate				3.2262	1.0552
Information Sharing					
My organization values information sharing between all levels of the organization.	189	1	5	3.6455	1.055
My organization has efficient communication channels.	189	1	5	3.6984	1.09595
I express my concerns freely.	189	1	5	3.1693	1.00155
I know who to seek help from when I am in difficulty.	189	1	5	3.8042	0.99402
Sub Variable Aggregate				3.5794	1.0366
Aggregate Score				3.516758	1.032084

Source: Survey Data (2020)

Self-directed work teams got a response mean score equivalent of 3.7447 implying that the respondents on average agreed that team work was embraced in the Kenya Police Service with a standard deviation of 1.0044 depicting a normal variation of the responses given. The mean response for participatory management section was 3.2262 indicating a low agreement with the items on police officers' participation in managerial issues with a standard deviation of 1.0552 depicting a normal variation of the responses given. The responses on information sharing had a mean score of 3.5794 indicating a general agreement from respondents with regard to information sharing practices in the Kenya Police Service. The standard deviation of 1.0366 indicated a normal variation of the responses given.

On the constructs regarding how the respondents' involvement affected their service delivery, the mean response was 3.5168 having an implication that the respondents generally agreed that there was employee involvement in the Kenya Police Service with the standard deviation of 1.0321 indicating a normal variation between the responses given. It is evident that the study findings are in agreement with (Motieri, 2018; Ambani, 2016 and Kuria, 2017) who also concurred that employee involvement practices such as participatory management, delegation and information sharing have a statistically significant positive effect on employees' service delivery.

Table 4.16: Independent and Dependent Variable's Direct Relationship

Model Summary					
	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
	.816a	0.666	0.658	0.30095	1.877
ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	33.174	4	8.294	91.567	.000
Residual	16.666	184	0.091		
Total	49.84	188			
Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Err	Beta		
(Constant)	0.356	0.228		1.563	0.12
Employee Involvement	0.365	0.063	0.386	5.82	.000

Source: Survey Data (2020)

In the empirical model, employee involvement was regressed on service delivery of police officers and summarised as follows

$$SD = 0.356 + 0.365EI$$

Where;

SD= Service Delivery.

EI= Employee Involvement

A correlation coefficient (R) value of 0.816 implies that a statistically strong positive correlation exists between employee involvement and the dependent variable (service delivery). The adjusted R² of 0.658 implies that 65.8% of service delivery is attributed to the corresponding employee involvement's variation with 34.2% of service delivery attributable to other factors not in the model. The Analysis of Variance results for employee involvement and service delivery depicts a P value that is less than 0.05 which shows that the model was significant in the prediction of how employee involvement influence service delivery of police officers in Nairobi City County, Kenya. Additionally, the F statistic=91.567 which is greater than the table value illustrate that there was a significance and adequacy of the overall model in predicting service delivery of police officers in Nairobi City County, Kenya. In addition, a unit increase in employee involvement holding all the other factors constant would increase service delivery by 0.365 units. From the analysis, employee involvement had a Beta coefficient of 0.365 which indicated a positive relationship between the independent variable (employee involvement) and the dependent variable (service delivery). The level of significance is 0.000<0.05 whereby the null hypothesis is rejected since P is less than 0.05. Accordingly, the study finds that the null hypothesis is not supported and the alternate is accepted and thus the study concluded that there is a statistically significant positive relationship between employee involvement and police officers' service delivery in Nairobi City County, Kenya.

VI. Conclusions

This study concludes that employee involvement has a significant positive effect on service delivery of police officers in Nairobi City County.

VII. Policy Recommendations

The study in addition found out that employee involvement has a significant positive influence on service delivery of police officers. The KPS management should thus ensure that employees are involved in key decision making through proper information sharing, ensuring they participate in management issues and also having work teams that are self directed.

VIII. Suggestions for Further Research

Lastly, the study recommends a need for a longitudinal study to be undertaken to ascertain whether this study's findings could still hold. This is crucial since the current study was conducted at a time when the security sector and even other sectors were facing trying turbulent times due to COVID-19 pandemic that had rocked Kenya and the world at large.

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