

Effect of Monetary Reward Strategies on National Police Service Delivery in Nairobi County, Kenya

Shitsama Sheila Ayuma¹
Fredrick Kiongera²
Willis Otuya³

¹shilla.shitsama82@gmail.com

²fnjehuk@gmail.com

³wotuya@mmust.ac.ke

¹<https://orcid.org/0000-0002-6627-1730>

²<https://orcid.org/0000-0002-2615-7343>

³<https://orcid.org/0000-0002-2068-9744>

¹MBA Finance Student, ²Ph.D, Senior Lecturer, ³Ph.D, Associate Professor, School of Business and Economics, Masinde Muliro University of Science and Technology, Kenya

ABSTRACT

Despite the fact that the National Police Service (NPS) is mandated to protect the lives and properties of the people as stipulated in the Kenyan constitution, it continues to face unprecedented pressure to improve its services to the public. Despite several changes being witnessed in the recent past, including annual recruitment of personnel, increased recruit training duration, acquisition of sophisticated weapons, advancement in technology, and most recently the merger of KPS and APS officers to increase personnel, no significant changes have been witnessed when it comes to efficiency in their service delivery. According to Kenya crime rates and statistics, there has been a sharp increase in crime rates in Kenya for 2020–2021, with an 8.21 percent increase. The general objective of this study was to establish the effect of monetary reward strategies on the delivery of services for the National Police of Nairobi's devolved government. The study adopted a descriptive survey research design. The NPS staff population in Nairobi County is 9530, of which 400 were sampled with a turnout of 338. Primary data was obtained using questionnaires. Descriptive and inferential statistics were conducted. The results of this research were useful not only to the county of Nairobi but also to the government of Kenya and all stakeholders once it was undertaken. For instance, for the county of Nairobi, the research would help meet their strategic plan on sustainable security. For the government of Kenya, the research would be very important in helping it meet its 2030 vision and, hence, provide security to its citizens. The findings were that monetary reward strategies had a significant positive effect on the delivery of services by the NPS in Nairobi County. Therefore, the null hypothesis was rejected ($t=3.427$, $p<0.05$). The NPS should prioritize the adoption of financial changes that will improve service performance. There should be focus on the needs and desires of police officers, create individualized efforts, and create positive relationships between senior officers and their subordinates. Officers should have access to higher salaries, savings co-ops, and enhanced allowances, and be inspired by honoring the best-performing officers.

Keywords: National Police Service, Monetary Reward Strategies, Service Delivery

I. INTRODUCTION

Service delivery is an important part of job performance in any existing organization. Service delivery provides a complete end-to-end lifestyle and can be used as a reference for running projects with similar characteristics (Kumar & Kumar, 2004). According to Camilleri (2017), in today's business world, when competition is fierce and the atmosphere can be hostile, one of the most important aspects of a company's marketing strategy is the quality of the services it provides. This underlines how crucial it is for organizations to improve the quality of the services they provide in order to ensure their continued existence and growth, because doing so could assist them in addressing the issues they confront in highly competitive marketplaces. This indicates that service-based businesses are under an obligation to give superior services to their clientele in order to maintain a sustainable competitive edge in their industry. In order for these organizations to succeed in accomplishing their goals, however, it is necessary for them to have an understanding of what service quality entails.

Service delivery refers to administrative and organizational aspects of improving the organization's commitment to providing people with the programs and services offered. Service provision can be found in a wide variety of professions and organizational structures. Pursuant to the ideals of policing, services are deemed to be efficiently provided when police officers act morally and in accordance with the wishes of the people (Kingshott, Bailey, & Wolfe, 2004).

The focus of service delivery is mapping out the expected output and contrasting it with the actual output generated by the service supplier. That is the comparison between enhancing the caliber of services provided and expectations (Alix & Vallespir, 2013). Consequently, one definition of a service is “intangible utilities delivered to the public by a public organization” (Vargo & Lusch, 2008). In the police force, providing quality service is a requirement for the public's favorable perception of the administration of justice and the law. The need for the police to preserve or improve their capacity to deter crime is frequently triggered by perceptions of escalating crime issues. For the upkeep of tranquility, the provision of security, and the application of the law, a properly operational police force is essential (Murphy, 2009).

The need to transition to a service delivery-based operation is developing as the sophistication of the police job increases. The environment of law enforcement work and police arrangements has made it essential to prioritize providing exceptional customer service. Because of this, police officers who provide policing services must be highly skilled and knowledgeable about customer service-related issues. Since it entails carrying out governmental legislation and ensuring that the public abides by it, the police service's job is quite vital in all contemporary democracies. This goes beyond the police departments' conventional responsibilities for upholding law and order, detecting crime, preventing crime, and looking into all illegal activity. However, an underfunded police force and a lack of reward systems hinder the delivery of service (Fafchamps & Moser, 2003).

Ozturk and Dundar (2003) carried out Turkean-based research on reward determinants of public sector performance. Another study by Yavuz (2004) in Turkey on the use of reward strategies and their influence on public sector performance. The study explored both monetary rewards and found them to have an impact on the performance of Turkish firms. There was a significant positive impact on performance. This study analyzed the role of employee needs preference employing Maslow's needs theory, finding that in the case of physiological needs, monetary rewards were the best (Yavuz, 2004). Physiological needs are prime and most primary to guide other needs, so finances will be the first reward approach before non-financial rewards. In Turkey, employees were more focused on the monetary approach. The current study gave weight to monetary rewards.

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

Agwu (2013) examined the influence of monetary reward on the delivery of services in Nigeria and found monetary reward to be a spice for job performance, hence the delivery of services. The positive and significant influence makes monetary reward play a great role in service delivery. Similarly, Harunavamwe and Kanengoni (2013) examined the effect of reward-motivating attributes on the performance of South African private firms. The study found a positive influence of monetary rewards on performance and a negative influence of non-monetary rewards on performance. In Kenya, Kiangura (2012) examined the role of motivation on service delivery in the police force. The study found that rewards motivated employees, resulting in a positive impact on service delivery.

Service delivery is a process assessed through crime prevention, security enhancement, target attainment, and citizen satisfaction within the police service. If the police are able to fulfill their duties in an efficient manner, the community as a whole is able to reap enormous benefits, and the authorities are able to improve their ratings in terms of their duty to safeguard the citizens and the property they own. On the other hand, whenever the police do a subpar job of carrying out their tasks, the legitimacy of the police and the democratic values they uphold can be irreparably damaged. On a regular basis, international attention is drawn to the service quality standards of the security agencies, and these criteria are frequently employed as a measuring stick for democratic space and freedom of speech in contemporary society (Transparency International, 2021).

1.1 Statement of the Problem

The National Police Service (NPS) has its core mandate as protection of the lives and property of the people under its jurisdiction as stipulated in the constitution of Kenya. However, it continues to face unprecedented pressure to improve its services to the public as the number of criminal cases keeps rising and the trust of citizens in the police service is low. According to Hope (2018), there has been a sharp increase in crime rates in Kenya for 2020–2021, with an 8.21 percent increase. The NPS report (2021) put the crime index at 58.12 and the safety index at 41.88 in Kenya, with Nairobi County taking the lead in crime rates. Nairobi County scored a 65.24 crime rate, with an increase of 7.06 in the past 3 years. This is a clear indication that the police officers and women are not working as per

expectations despite an increase in personnel (annual recruitment of other 10,000 police recruits), increased training durations, acquisition of sophisticated weapons, and advancement in technology, thus digital OB, IC3, and most recently the merger of the KPS and APS to increase personnel. Previous studies have brought to light the concept of reward strategy as a tool for service delivery, but with contradictory findings. Harunavamwe and Kanengoni (2013) found that monetary rewards positively affected service delivery, while Ozturk and Dundar (2013) found non-monetary rewards to have a negative effect. Furthermore, these studies do not address reward strategies as a whole in the police force. The current study also bridged the gap by utilizing organizational factors as moderators. Therefore, the study sought to examine the effect of monetary reward strategies on the National Police's delivery of services in the Nairobi devolved unit.

1.2 Objectives of the Study

To establish the effect of monetary reward strategies on delivery of Services for National Police of Nairobi devolved government.

1.3 Research Hypothesis

H₀₁: Monetary reward strategies have no significant effect on delivery of Services for National Police of Nairobi devolved government.

II. LITERATURE REVIEW

2.1 Theoretical Literature Review

Expectancy theory was proposed by Vroom in 1964. According to Cameron, Banko, and Pierce (2001), the validity of the theory is predicated on the misconception that rewards lead to improved performance. According to Savaneviciene and Stankeviciute (2010), there is a direct correlation between levels of motivation and levels of performance. According to Agbenyegah (2019), the performance of the police service can be improved by improving the delivery of services. Consequently, the power of the men and women who serve in the police force comes from the rewards they are given. Therefore, the financial and non-financial objectives serve as the foundation for the personal reward.

Ngatia (2017) applied this theory in the course of analyzing the effects of non-monetary rewards on service provision, and they found that it was significant. Mutie, Muturi, and Njeru (2019), who made use of equity theory when analyzing financial rewards, conducted a similar study in Kenya. Expectations-based rewards can be thought of as being guided by this notion. Therefore, the theory tackles all of the different reward schemes that are based on monetary considerations. As a result, this theory serves as the foundation for the entire investigation.

2.2 Conceptual Review

The level of service delivery is the dependent variable, and is measured by factors such as enhanced police public relations, increased security, reduced corruption, target attainment, decreased crimes, and citizen complements. A police officer shall be regarded as always on duty when required and shall perform the responsibilities and exercise the powers conferred to him under this Act or any law at any place in Kenya where he or she may be deployed (Government of Kenya, 2012). Jääskeläinen, Laihonen, and Lönnqvist (2014) argue that the provision of services is an indicator of performance. Accordingly, there is a positive correlation between employee engagement and the delivery of service, which ultimately results in improved commitment. This is because engaged employees are more positive about their performance, which in turn leads to an increase in service delivery. As a result, a police officer was considered to be always on duty when required.

Monetary or extrinsic rewards are usually financial and tangible in nature (Agwu, 2013). The monetary reward strategies were measured through salary, paid leave, retirement benefits, wage incentives, and risk allowances. The National Police Service provides for the payment of allowances to police officers (NPS, 2012).

2.3 Empirical Review

A study by Yavuz (2004) in Turkey on the use of reward strategies and their influence on public sector performance. The study explored both monetary and non-monetary rewards, finding them to have an impact on the performance of Turkish firms. There was a significant positive impact on performance. This study analyzed the role of employee needs preference employing Maslow's needs theory, and in the case of physiological needs, monetary rewards were the best (Yavuz, 2004). Physiological needs are prime and most primary to guide other needs, so finances will be the first reward approach before non-financial rewards. In Turkey, employees were more focused on the

monetary approach. The current study gave weight to both monetary and non-monetary factors. The moderating role of organizational factors, specifically culture and management style, gives weight to the matter.

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

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

Mutsoli & Kiruthu (2019) conducted a Kenyan study on the influence of monetary rewards on hospitals in the Nairobi devolved unit. The study found that there was a positive influence between monetary rewards and the delivery of services in hospitals in Kenya. The cultural composition had a negative impact on the delivery of services for hospitals in Nairobi, as most cultures were archaic and backward in nature.

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

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

Moraa (2019) examined motivating elements for the performance of Kenyan NPS and found that motivation was spiced up through monetary rewards. The study recommended a salary review for employees well-being. This study failed to point out the organization factor's role in performance. Furthermore, it used motivation as an independent variable and not rewards strategies; it used performance as a dependent variable and not delivery of services. The current study therefore prioritized reward strategies and the delivery of services for the Nairobi city devolved unit.

III. METHODOLOGY

The study employed a descriptive survey research design (Mugenda & Mugenda, 1999). The researcher aimed at collecting information from serving police officers, both senior in rank and juniors. Both genders were considered for the study. Members of the public were interviewed since they were the direct beneficiaries of the NPS. The total population of police officers in Nairobi County, according to the NPS report (2021), is 9530. Samples were obtained from these offices using the sample calculation formula put forward by Yamane Taro to generate the sample size (Yamane, 1973). The formula was:

$$n = N / (1 + N(e)^2)$$

n- Sample Unit, N- Population Unit, and e- Freedom degree.

When fitted, a sample size of 400 was obtained. The study participants were obtained using purposive and stratified sampling techniques.



Questionnaires were used to collect data from all the police officers. These questionnaires were pretested to ascertain their reliability and validity and to adjust them accordingly. The collected data was analyzed descriptively and inferentially. The regression model adopted in the study was:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where:

Y = Service delivery; X= Monetary reward strategies; β_0, β_1 = Regression Coefficients; ε = error term

IV. RESULTS AND DISCUSSION

4.1 Descriptive Statistics

4.1.1 Effect of Monetary Reward Strategies on Delivery of Services

Table 1 presents findings on the independent variable - monetary reward strategies. The nexus between the variable and the dependent variable was assessed.

Table 1

Effect of Monetary Reward Strategies on Delivery of Services

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

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

On whether there is paid leave makes police officers motivated to offer services at their workstation, the majority, 44.6%, agreed; the mean value was 3.57 and the standard value was 0.95. This showed the distribution was fairly spread from the mean value, implying the response was a representation of the actual state. Responding on whether there was a retirement benefit that makes police officers motivated to offer services at their work station, the majority (64.6% of respondents) strongly agreed, the mean value being 4.42 and the standard value being 0.97. This showed the distribution was fairly spread from the mean value, implying the response was a representation of the actual state. Responding to whether paid risk allowances motivated police officers to offer services at their workstation. The majority (41.5%) strongly agreed; the mean value was 3.95 and the standard deviation was 1.27. This showed the distribution was fairly spread from the mean value, implying the response was a representation of the actual state.

The average response for Monetary Reward Strategies effect on service delivery had a mean value of 3.89 and a standard deviation of 1.04. This showed the distribution was fairly spread from the mean value, implying the response was a representation of the actual state. This study agrees with Agwu's (2013) finding that monetary reward systems positively and significantly affect service delivery in Nigerian oil companies. This study agrees with Harunavamwe and Kanengoni (2013), who found monetary rewards to have a significant and positive impact on service delivery. This disagrees with Lumumba (2021), who found monetary and non-monetary rewards to have no impact on service delivery.

4.1.2 Delivery of Services

Table 2 presents descriptive statistics on the dependent variable delivery of services.



Table 2

Service Delivery of National Police

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

Responding to whether there was an improvement in service delivery in police service, 41.5% strongly agreed; this response gave a mean value of 4.03 and a standard deviation of 1.13. This showed the distribution was fairly spread from the mean value, implying the response was a representation of the actual state. Responding on whether the type of rewards police officers got had made them more determined to improve security, hence effective target attainment, and thus service delivery to the public, a majority of 40% strongly agreed. This response gave a mean value of 4.05 and a standard deviation of 1.07. This showed the distribution was fairly spread from the mean value, implying the response was a representation of the actual state.

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

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

4.2 Regression Analysis

Regression analysis was carried. Table 3 presents model summary, analysis of variance and regression coefficients.

Table 3

Regression Results of Monetary Reward Strategies and Service Delivery

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

The coefficient of determination (R^2) was 0.258. Implying Monetary Reward Strategies explains 25.8 % of the change in Service Delivery of NPS. The F response value of =11.749, $P < 0.01$. It implies that Monetary Reward Strategies is a useful determinant of Service Delivery of NPS. The (β) value of Monetary Reward Strategies was 0.423, $p < .001$. This implies that a unit change in Monetary Reward Strategies leads to change in Service Delivery of NPS by 0.423 significantly.

The fitted regression model is as follows:

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

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

V. CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

The purpose of this study was to investigate the influence that monetary reward strategies have on the delivery of NPSs in Nairobi County, Kenya. According to the results of the study, police officers preference for monetary incentives played an important part in the provision of services by the police. Financial incentives for the successful delivery of services, such as the suppression of criminal activity, In the NPS in Nairobi County, the monetary awards have a positive and considerable influence on the quality of service that is provided. In addition to monetary prizes, high-performing officers receive acknowledgement for their efforts. This therefore contributes to the enhancement of police work by encouraging police officers to put dedication into their jobs and to embrace ethics in the workplace, thereby contributing to the enhancement of the overall quality of police work.

The findings of this study highlight the significance of monetary rewards and the impact that these rewards have on the provision of services within the NPS. The adoption of a financial compensation system is typically a significant contributor to the organization's overall success and the quality of the services it provides. It entails making certain that all areas of the financial welfare of police officers are taken care of to the satisfaction of the officers themselves. As part of their compensation, police officers are eligible for higher salaries, enhanced allowances, and membership in savings cooperatives. In order to improve the quality of services provided by the NPS, it is important to recognize and reward the officers who do their best. This helps to encourage other officers to perform their jobs with devotion and to adhere to ethical standards while on the job. These findings are in agreement with those of Gjelsvik (2020), who contends that structural police reforms include job descriptions that reconfigure, among other things, incentives and structures that promote reforms and remunerations that help in increasing the morale and motivation of the police force.

5.2 Recommendations

The NPS should begin the process of implementing the personnel rewards program by first identifying the processes involved in personnel reforms. This will allow them to determine how the police reward plan may be improved in the most effective manner. To be successful in achieving its vision, it is necessary to link its annual goals with its main change initiatives, which focus on the implementation of necessary financial reforms. This will ensure that financial reforms become part of the plan for service delivery in the police force, which will assure the service's continued viability. It is imperative that the Kenya Police Service in Nairobi County prioritize the adoption of fiscal changes that will improve service performance. The outcomes of the study suggest that the NPS should center its attention on the needs and desires of police officers. In addition to this, they should create individualized efforts that will provide the appropriate services at the appropriate time and place, and they should place an emphasis on the development of positive relationships between senior police officers and their subordinates. It is the responsibility of the police force to guarantee that officers have access to higher salaries, savings co-ops, and enhanced allowances. Additionally, police officers should be inspired by honoring the best-performing officers. This would aid in motivating police personnel to put dedication into their jobs and to accept ethics in the workplace, which will ultimately lead to an improvement in service delivery.

REFERENCES

- Agbenyegah, G. (2019). Effect of Financial and Non-Financial Rewards on Employee Motivation in Financial Institution in Ghana. *International Journal of Innovative Research and Development*, 8, 10.24940/ijird/2019/v8/i8/JUL19029.
- Agwu, M. (2013). Impact of Fair Reward System on Employees Job Performance in Nigerian Agip Oil Company Limited Port-Harcourt. *British Journal of Education, Society & Behavioural Science*, 3, 47-64. 10.9734/BJESBS/2013/2529.
- Alix, T., & Vallespir, B. (2013). "Service Delivery Process Based on Service Composition Mechanisms." International Federation for Information Processing (IFIP), 226–233. 10.1007/978-3-642-41263-9_28.
- Cameron, J., Banko, K., & Pierce, W. D. (2001). Pervasive Negative Effects of Rewards on Intrinsic Motivation: The Myth Continues. *Behavior Analyst*, 24(1), 1-44. 10.1007/BF03392017.
- Camilleri, M.A. (2017). *Market Segmentation, Targeting and Positioning*. In book: *Travel Marketing, Tourism Economics and the Airline Product: An Introduction to Theory and Practice*. Edition 1, Chapter 4. Cham, Switzerland: Springer,
- Fafchamps, M., & Moser, C. (2003). Crime, Isolation and Law Enforcement. *Journal of African Economies*, 12(4), 625-671. 10.1093/jae/12.4.625.
- Gjelsvik, I. (2020). Police Reform and Community Policing in Kenya: The Bumpy Road from Policy to Practice. *Journal of Human Security*, 16(2), 19–30. 10.12924/johs2020.16020019.
- Government of Kenya. (2012). *National Police Service Act 2012*. The government printers Nairobi.
- Harunavamwe, M., & Kanengoni, H. (2013). The Impact of Monetary and Non-Monetary Rewards on Motivation among Lower Level Employees in Selected Retail Shops. *African journal of business management*, 7(38), 3929-3935. 10.5897/AJBM2012.1381.
- Hope, K. (2018). Police corruption and the security challenge in Kenya. *African Security*, 11(1), 84-108. 10.1080/19392206.2017.1419650.
- Imbahale, N.I. (2016). *Effects of non-monetary rewards towards employee Motivation*. Thesis, University of Dar es Salaam.
- Jääskeläinen, A., Laihonen, H., & Lönnqvist, A. (2014). Distinctive features of service performance measurement. *International Journal of Operations & Production Management*, 34(12), 1466-1486. 10.1108/IJOPM-02-2013-0067.
- Kingshott, B., Bailey, K., & Wolfe, S. (2004). Police Culture, Ethics and Entitlement Theory. *The Justice Professional*, 17(2), 187-202. 10.1080/0888431042000235020.
- Kumar, R., & Kumar, U. (2004). A conceptual framework for the development of a service delivery strategy for industrial systems and products. *Journal of Business & Industrial Marketing* 19(5), 310-319. DOI: 10.1108/08858620410549938
- Lumumba, P. (2012) *An Assessment of the Effectiveness of Non-Monetary Incentives in Motivating Sacco Society Staff: A Case Study of Front Office Savings Accounts Workers in Nairobi County*. Master's Thesis, Kabarak University.
- Moraa, K. (2019). *Effect of reward strategies on performance of National Police Service Employees in Trans-Nzoia County, Kenya*. Maseno University.
- Mugenda, O. M., & Mugenda, A. G. (1999). *Research methods: Quantitative and qualitative approaches*. Nairobi: Acts Press.
- Murphy, K. (2009). Public satisfaction with police: the importance of procedural justice and police performance in police-citizen encounters. *Australian and New Zealand Journal of Criminology - AUST N Z J CRIMINOL*, 42 (2), 159-178. 10.1375/acri.42.2.159.
- Mutie, M., Muturi, W., & Njeru, A. (2019). Effect of Equity Finance on Financial Performance of Small and Medium Enterprises in Kenya. *International Journal of Business and Social Science*, 10(5), 60-75. 10.30845/ijbss.v10n5p7.
- Mutsoli, P. M., & Kiruthu, F. (2019). Effects of devolution on employee performance in the health care sector in Kenya: A case of Kakamega County. *International Academic Journal of Law and Society*, 1(2), 165-185.
- Ngatia, Z. (2017). *The Influence of Non-Monetary Rewards on Employee Performance in Muranga Water and Sanitation Company, Murang'a County*. Thesis. KCA University.
- NPS. (2021). *The National Police Service Annual Report 2021*. The government printers Nairobi.
- Ozturk, Z., & Dundar, H. (2003). Organizational motivation and public employees motivating factors. *CU Journal of Economics and Administrative Sciences*, 4(2), 57-67.



- Transparency International. (2021). *Corruption Perceptions Index 2021: Corruption, Human Rights and Democracy*. Transparency International. <https://www.transparency.org/en/news/cpi-2021-corruption-human-rights-democracy>
- Uzonna, R. (2013). Impact of motivation on employees' performance: A case study of Credit West Bank Cyprus. *Journal of Economics and International Finance*, 5, 199-211. 10.5897/JEIF12.086.
- Vargo, S., & Lusch, R. (2008). Why "service"? *Journal of the Academy of Marketing Science*, 36, 25-38. 10.1007/s11747-007-0068-7.
- Vroom V.H. (1964). *Work and motivation*. New York: Wiley.
- Yamane, T. (1973). *Statistics: An Introductory Analysis* (3rd Edition). New York: Harper and Row.
- Yavuz, N. (2004). *The use of non-monetary incentives as a motivational tool: a survey study in a public organization in Turkey*. Thesis. Middle East Technical University.