

Total Quality Management Practices on Organizational Performance of Kenya Police Service, Nakuru County Kenya.

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Abstract

The Kenya Police Service has been disparaged by the common people and global community in regard to the approach through which it has offered its service delivery. Kenyan Citizens eagerly expecting to get prompt and superior service delivery as provided in the Kenya constitution 2010, therefore National police service is critical in service delivery. Attempts to bring back the past glory in terms of service delivery has not yet bore any fruits (Brah, 2012). This particular research was based on the effect of total quality management practices on organisational performance of Kenya Police Service, Nakuru County Kenya. The study's specific objectives were to determine the effects₁ of continuous training, top management leadership, total employee involvement and customer focus on organizational performance of Kenya Police Service, Nakuru County Kenya. This study adopted a descriptive research design. The target population was 1250 police officers working in all the nine police divisions in Nakuru County. Sampling design was stratified sampling where a sample size of 16% was taken and therefore 200 respondents were taken for the research. The data was collected using questionnaires. The study found that training empowered employees with required skills of TQM. Employee's ideas on ways to improve quality in the organization are welcomed by the top management and that the organization has a formal quality management structure. The organization spends a large amount of its annual budget on employees training and in the development on total quality management systems. The organization continuously improves its processes to give quality services to their customers and also strives to meet and exceed customer (citizen) needs and expectations. It was concluded that, training received by employees of the organization equips them with understanding on TQM and their role in it. The study concluded that the employees participate in the decision making in the national police service. It was recommended that explicit systems of compensation that will link quality to desired performance should be put in place. Basic training on TQM should also be done to recruits and to every other organizations employee.

Key words: Total Quality Management Practices, Organizational Performance, service delivery.

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I. Introduction

Total Quality Management is referred as running concept which emphasizes on the work process and people. This is done with the major apprehension for satisfying clientele and organizational performance improvement (Prajongo, 2015). It involves the appropriate work processes coordination which allows for constant improvement in all commercial sectors with an objective of obtaining or surpassing the demands of customers. It underlines on entire standards in all aspects of an association with the purpose of waste reduction and rework that helps lower expenditure and increase production effectiveness. Any organization can apply no matter the size, and motives. Organizations such as the public sector are also adopting the philosophy in order to make them operative in meeting the demands of the public.

The Kenya Police Service (KPS) is mandated to provide and maintain law and order. The establishment forms part of the security agencies in the country. Its formation and obligation is delivered for the Constitution of Kenya. The efficiency and proficiency of police work is performing the appropriate step to serve the common people who is their clientele throughout the year. When the expectation is not made there is public outcry that the police service is doing shoddy work and this taints their reputation badly. They can even term them to either unethical or reluctant to meet their needs. The past studies has shown that there is inward driven and focused on employees which spur performance in organizations when employees are motivated and inspired to participate in the decision making they are inspired to innovate to come up with game changing strategies which can increase the service delivery in the organization. There is increase demand of services by

the common person from the Kenya police service. This increase demand for the police service by the increased population means that the Kenya police service must apply the TQM practices so that they can enable to improve performance in the security sector. This involves in installing more efficient systems, more effective procedures and guidelines, staff attitude change and practicing work values to enable the Kenya police serve to achieve its vision the leadership should ensure that the staff should be empowered to ensure that they get involved to ensure there is appropriate mechanism to ensure superior service delivery and performance of the organization. Kenge and Anyieni(2021) concluded that organizational leadership positively affected the quality of service delivery in the faith based hospitals in Kiambu County. The study concluded that voting on areas of disagreements, getting suggestions and inputs from employees at the hospital led to improved service quality delivery. The respondents also mentioned that leadership style geared towards service delivery and a leader that exemplifies nurturing and mentoring improved the quality of services delivery.

The definition of TQM is a holistic management philosophy that authorizes every element of the association to make each effort in incessant enhancement in the entire utilities in a business delivering better client encounter purchaser expectations in relation to superiority and novelty (Prajogo, 2015). It is envisioned to endorse uninterrupted, continued, and extensive period enhancement in eminence and efficiency and to eradicate resistance of change amongst employees'. The major argument is that the cost of deterrence₁ is less than the cost₁ of rectification. Alshourah, S. (2021), the study confirmed that the degree in which TQM is implemented in the many sickbays in Jordan is a testimony that TQM is a panacea to poor delivery of service. The study recommended that for service delivery to be at its best TQM should be adopted by all the hospitals in the country. The study revealed that there was a correlation in the performance of an organization when TQL practices are applied. The research established that there is a significant relationship between sound leadership and performance of the organization. Therefore consistent training, commitment of the top management leads to superior performance and service delivery in many organizations and boost to excellence, strategic qualities setting up, information and statistics, training and involvement, client, attention, and unremitting perfection have been discovered to have considerable correlation in quality service delivery.

Al- Mahassna (2013) states that after the completion of official evaluation of employee performance, the results may show low performance levels for some employees, clear between the level of actual performance and level of expected performance of factor, in this case, the organization is concerned with search for means and procedures to improve performance and develop it through the appropriate procedures and methods, as it is the organization that determines the strengths and weaknesses from inside and it is more aware of how to develop and improve performance. The objective of improving performance can be only achieved through a comprehensive study of its levels, elements and analysis of organizational factors affecting it, as well as the search for effective methods to improve and develop these factors. The philosophy of improving performance represents a policy of modern organizations to improve and continuously develop all factors in organization influencing on employee performance.

Organization performance is a broad construct which captures what organizations do, produce, and accomplish for the various constituencies with which they interact (Baum, 2012). It can be well-defined as the actual results the organization as compared against its intended performance indicators. It can also be termed as a quantity of effectiveness and efficacy; with which proprietors take advantage of incomes to satisfy clients and accomplish the organizations goals.

The attainment of TQM will result in improved employees' engrossment and enactment, superior quality, reduction of production cost, satisfaction of customer and gain of organizational competitive advantage (Reid, 2013). The priority of the organization is to build capacity so that the staff are empowered and acquired the needed skills as the demands and technology keeps on changing. This incorporation measures the efficiency and proficiency of the organization quality management. Many organizations have to align themselves to the change in technology, global guidelines and the inter linkage in the same sector. Leadership qualities are major ingredient in the performance or service delivery. Top management has a role to play like providing mentorship, nurturing and training the subordinate staff to take up leadership and entrench values which can catapult the organization into superior performance. Successful leaders inspire and motivate the staff to achieve better performance while mediocre leadership will demoralize the staff. Therefore a transformative and strategic leader is a necessity to spur service delivery and performance of organizations.

The Kenya National Police Service is a product of Kenya constitution 2010. The National Police Service is guided by the independent command of Inspector General. The Kenya Police Service including Administration Police Service is headed by Deputy Inspector Generals. The Kenya national Police Service is the National body in charge of law enforcement in the country. In accordance to the Constitution and the National Police Service Act, the Kenya National Police Service has embarked on a transformation ensuring public safety as well as safeguarding the National peace (Wolf, 2010). Under the national police Act 2011 the directorate criminal investigation is responsible to the inspector general

(Price, 2013). Members of the public and international community have always criticized on how Kenya police service has been working. The way they have been offering services has not been pleasing a majority of people in the society. Since mid-19910, organizations that are based on human rights have been in the front line criticizing how police services are offered. They have always strived to confirm on the genuineness of their cases. Demonstrations by public members have been held in some parts of the country where they normally protest concerning poor services that are given by Kenya Police Service (Kivoi, 2013).

Statement of the Problem

The Kenya police service is mandated by the constitution 2010 to keep law and order. The peacefully coexistence is paramount so that the citizens can go on their daily activities and the government to implement its development agenda. Countries whereas lawlessness likes Congo and Somalia the citizens are living in consistent fear and this affects the development mandate of the nation and rights of the individuals. Therefore, the police service has a wide mandate to ensure that there is service delivery and its force must be able to carry their mandate effectively. While others suggesting that there is no link between TQM practices and organizational performance (Miller, 1995). Mclean, Anthony, & Dahlgaard (2017) instead the study found that TQM was not effective in continuous improvement, suggesting that other measures would be more important, and that as a consequence, this led to poor uptake of TQM. With the above conflicting results the debate on total quality practices on the organizational performance is inconclusive; therefore the current research will attempt to bridge the existing lacunae. The research endeavored to determine the effect of TQM practices on organizational performance, using Kenya police service as case study of Nakuru County.

II. Literature Review

Deming Quality Improvement Theory (Deming, 1986) was postulated in 1986 by Deming. The theory postulated and stressed the responsibilities of the higher hierarchy in the management level as they are the ones to make the organizations strategic decisions. Leadership on top will offer the vision and framework where the police service is using to achieve its quality delivery of service. The Deming theory provides a framework which organization is it in the public sector or the private sector should apply to enhance performance. The National police service is been bestowed with the responsibility to provide law and enforcement in the country, therefore to be able to meet this huge and vital mandate the leadership must be able to apply the Deming theory.

Joseph-Juran's Theory (1986), the theory has majorly contributed to the organization globally in high service delivery which has catapulted much organization to top performers. Most organizations they have hue challenges in meeting their mandate that is service delivery and high productivity to overcome the competition from their rivals in the sector. The major determinant of a mediocre organization and a performing organization is the kind of leadership exhibited by the top leadership of the organization. This is evident from the organization which have collapsed and the organization which are thriving in the same industry. Khor et al (2016) applied the resource based theory; our current study will apply the Deming Theory, Joseph-Jurans theory to evaluate the impact of TQM practices and its performance in the national police service instead of micro financial sector. The study found out that after the workers had gone through training their performance improved remarkable particularly on the top management staff. This is an indicator the there is a motivation of the top management to continue with accessional training to bolster productivity and service delivery in the organization. Enyioko (2017) in his study established that there a strong positive correlation between the employee perception of training and the performance of the workers. The research showed strong evidence of negative correction of performance of the workers when there are unsystematic and irregular training patterns. Therefore the study concluded that there should be systematic training and positive perception of the employees so that the organizational performance can improve.

Omosa (2018) studied influence of employee training on organizational performance: a case of Kisii County Government. The research concluded that there was a positive significance in the training of the employees and the service delivery of the organization. The research established that in order to increase the quality and standards of the services and products of the organization there should be concerted efforts to train and impart appropriate skills regularly to the employees. Leadership qualities perform a big part in the performance and service delivery. The top management has a role to play like providing mentorship, nurturing and training the subordinate staff to take up leadership and entrench values which can catapult the organization into superior performance (Jimoh, 2019). Successful leaders inspire and motivate the staff to achieve better performance while mediocre leadership will demoralize the staff. Therefore a transformative and strategic leader is a necessity to spur service delivery and performance of organizations.

The organization consists of subsystems which create the whole system whereby the leadership should ensure it works to accomplish the organizations vision. In order for the employees to get motivated the leadership should work towards meeting their needs and in turn the inspired employed will ensure high standard services and products will be availed to the customers. For an association to attain the purposes the top

leadership must be able to provide the required leadership (Karim, 2018). Wahome, Namusonge & Mwirigi (2017) established that TQM practices are positively and significantly correlated with improved performance of the organization. Survey design that was used was descriptive design of research. The researchers collected quantitative and qualitative data respectively. This was done by the use of questionnaires. 46 companies in the said sector that were listed were the main target. It was found that senior management support did not have tangible effect on the company’s performance. In addition, it was found that the top management and firms performance had a relationship that was very strong. However, a recommendation was made on addition of resources by the senior management so that the quality of steel produced could be improved. The management was required to put in place quality objectives and spread them in the whole organization.

Ahmed (2016) investigated, “the relationship between support from top managers and projects performance: an empirical study of projects in the public sector in Pakistan.” A sampling method known as random sampling method was used on data that was cross-sectional. Recommendation given was that formulators of policies must make sure that there is senior support from the management in projects on the public sector so as to improve the work performance. Welikala and Sohal (2018) established that Total Quality Management and employees' involvement and performance of organization is positively correlated. The study while using a case study approach of an Australian organization used descriptive analysis to establish the extent of employees' involvement in TQM. The study established that lack of ongoing and frequent employee training in quality management at all levels was established as a major reason for the ineffective TQM implementation in the organization.

Panuwatwanich and Nguyen (2017) The study established that when there is prompt feedback and communication the goals and regular training there is positive and significant improvement of performance in the organization. While the study is was carried out in Vietnam and in the construction firms, the current study will be in National police service Nakuru County Kenya. Odero (2018) study found out that almost 50% of the workers opined that employee integration has immense influence in the service delivery and effectiveness of the organization. The studies recommend that public universities should have a strategy to involve their workers in the organization as this will boost the performance of the organization. The workers when they feel part f the decisions taken by the top management they can be able to perform their best because they know it was their idea. The top management should be able to encourage open communication, peer recognition and better feedback to ensure that there is effective and efficient service delivery.

Odero (2018) researched on, “Employee involvement and employee performance: the case of part time lecturers in public universities in Kenya. A sample of 60 lecturers who worked on a part time basis were selected from 4 Kenyan public universities from western region. Information collection from the respondents was done by the use of questionnaires that were structured. It was found that engrossment of workers had a great influence on employees’ performance. Recommendation given was that engagement programs should be taken by universities that are public. Psomas et al (2017) investigated the factors of TQM on organizational performance a case of e hospitality sector in Greece. The study established that TQM quality management practices are positively and significantly correlated to organizational performance in the hospitality sector. The study showed that the presence of top management commitment it inspired the employees, the staff training and regular feedback and communication led to improved performance in the sector.

Figure 1.

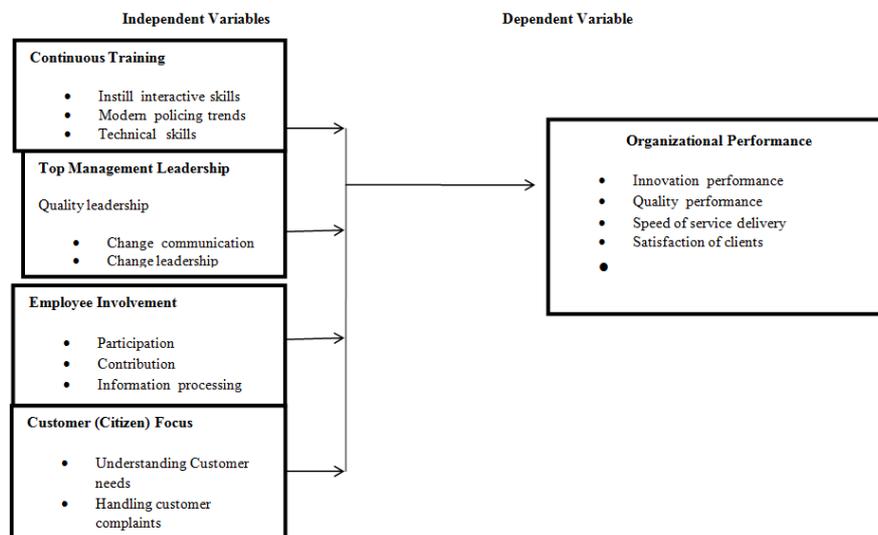


Figure .1 Conceptual framework

Source: Author (2021)

III. Research Methodology

Methodology is a systematic examination method used at a particular type of research or study. This section the study focused on the research design, data collection methods target population, validity and reliability and data analysis methods which will enable the researcher to achieve the research objectives. The current research applied the descriptive as it was the one which ensured the relevant data and organize and tabulate it accordingly. The current study the target population was 1250 policemen and women employed in the divisions in Nakuru County. Selection of sample was done using stratified sampling because the researcher's sample has jointly limited clusters that are applicable, appropriate and meaningful in the context of the study. The sample size of 16% was taken and therefore 200 respondents were used for the study. The current study made use of questionnaires in data collection.

IV. Result and Discussion

Descriptive Analysis.

The main objective of this study was to assess the effect of total quality management practices on organizational performance of Kenya National police service. To achieve this researcher asked the respondents on the effect of TQM practices on the performance of the Kenya National police service. The study findings were as detailed in the subsequent sub-sections. The respondents were asked to indicate how continuous training affects their performance in the organization. The respondents were presented with five Likert scale questions relating to continuous training. This is discussed in table 4.8 below;

Table 1: Continuous Training on Organizational Performance

Training	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	Mean	Standard Deviation
All employees in your organization get training on Total Quality Management programs	1	1	17	68	113	4.45	0.15
Employees in your organization are frequently trained on Total Quality Management programs	0	3	21	79	97	4.35	0.14
Employees in your organization get timely training on Total Quality Management.	0	0	15	35	150	4.67	0.19
Employees are involved in the Total Quality Management training programs.	1	2	5	85	107	4.47	0.16
Training received by employees of your organization equips them with understanding on TQM and their role in it.	2	0	1	40	157	4.75	0.21

Source: Survey Data, (2022)

The research set out to find the extent to which respondents agreed that continuous training affects effective management of quality management practices which enhance the organizational performance. The respondents were presented with five Likert scale questions relating to continuous training. A significant number as shown by a mean of 4.75 strongly agreed that training received by workers of the association equips them with TQM understanding and their part in it; others strongly agreed that personnel in the organization get sensible training on Total Quality Management as shown by a mean of 4.67. Others agreed that employees are tangled in the Total Quality Management programs of training as shown by a mean of 4.47, other participants indicated that all staffs in the organization get training on Total Quality Management programs as shown by a mean of 4.45 while others agreed that personnel in the association are regularly trained on Total Quality Management agendas as shown by a mean of 4.35, the findings showed that regular training improves competence and bring successful service delivery in the organization.

The findings concurred with Githinji (2014) who analyzed on the impact of staff training and how to influence performance. The research found out that after the workers had gone through training their performance improved remarkably particularly on the top management staff. This is an indicator that there is a motivation of the top management to continue with regular training to bolster productivity and service delivery in organizations. There is positive impact of unsystematic training and demonization of the workers and low productivity in the organization. Consistent training plays a main role in equipping the top management with the essential total quality management aids to certify that the association gives services of high quality.

Effect of Management Leadership on Organizational Performance

Table 2: Management Leadership on Organizational Performance

Management Leadership	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	Mean	Standard Deviation
Top management of your organization provides a leadership role in quality management initiatives	0	2	1	61	136	4.65	0.18
Employee’s ideas on ways to improve quality in the organization are welcomed by the top management.	0	0	1	5	194	4.96	0.26
The organization has an organizational quality mission and policies	0	0	0	0	200	5	0.27
Managers making decisions on how to address crime rates	4	3	7	95	91	4.33	0.15
Top management of your organization takes part at all stages and levels in the quality management programs	1	3	11	27	158	4.69	0.20
The organization has a formal quality management structure	2	2	6	14	176	4.8	0.23

Source: Survey Data, (2022)

The respondents were inquired to designate the effect of management leadership on organization performance. A large number of respondents as shown by a mean of 5 strongly agreed that the organization has a structural quality work and strategies. Others as shown by a mean of 4.96 strongly agreed that worker’s ideas on behaviors to expand quality in the society are hailed by the top administration. Other participants indicated that the organization has a formal quality management structure as shown by a mean of 4.8. Other respondents agreed that top management of the organization takes part at all stages and levels in the quality management programs as shown by a mean of 4.69. The top management of the association offers a leadership role in quality management enterprises as shown by a mean of 4.65, while others agreed that managers are usually keen on making verdicts on how to discourse crime rates as shown by a mean of 4.33.

The study conclusions were consistent with Lawal (2007) in his research where he concluded that in the presence of sound leadership there is effectual information flow from the top administration to the subordinate staff which implies that the lower staff can be able to share the same vision of the party with the top directors. When there is good communication it means that it will help to clear any misunderstanding of the staff. When there are strong leadership behaviors this will positively influence the service delivery and the quality of the products of the organization. The findings concur with Kihiu (2016) who did a study on, “The influence of management leadership on the performance of sacco in Kiambu Sub County, Kenya.” The study showed that leaders in an organization had the supremacy to reinforce the progression in which effort was finished by workers. Mathew and James (2006) state that a lot of emphasis is only on advanced skills of management such as management and the detailed headship aids that is essential to bring into line people and values to implement plan. Marquis and Huston (2000) note that either on the top or in the bottom of the organizational structure without capabilities, even the best approach with the best factors of environment will have incomplete likelihoods of accomplishment.

Effect of Customer Focus on Organizational Performance

Table 3: Customer Focus

Customer(citizen) Focus	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	Mean	Standard Deviation
The organization incorporate customer (citizen) needs in developing and offering their services.	0	0	15	35	150	4.67	0.19
The organization maintains close link with its customers (citizen)	1	2	5	85	107	4.47	0.16
The organization strives to meet and exceed	4	3	7	95	91	4.33	0.15

customer (citizen) needs and expectations The organization continuously improves its processes to give quality services to their customers.	1	2	5	85	107	4.47	0.16
The organization continuously monitor their processes identify faults ensures such faults do not occur in the future so that customers can get improved quality	0	2	1	61	136	4.65	0.18

Source: Survey Data, (2022)

On the question on how citizen focus affects the organization performance, the respondents as revealed by a mean of 4.67 agreed that the association incorporate customer (citizen) needs in evolving and submission of their services. Others as shown by 4.65 agreed that the organization continuously monitors their processes to identify faults and ensures some faults do not occur in the future so that customers can get improved quality. Other participants as shown by a mean of 4.47 agreed that the organization maintains close link with its customers (citizens) and that the organization continuously improves its processes to give quality services to their customers respectively. Finally, the organization strives to meet and exceed customer (citizens) needs and expectations as shown by a mean of 4.33.

4. Organizational Performance

Table 4: Organizational Performance

Performance Organization	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	Mean	Standard Deviation
Implementation of quality management systems has increased good performance in the organization	0	0	2	51	147	4.72	0.19
Quality management systems have enhanced a good relationship between top management, police officers and citizens	0	0	0	3	197	4.98	0.27
Effective implementation of quality management systems has increased the organizations competitiveness	0	0	0	38	162	4.81	0.21
Quality management systems has enhanced quality service delivery in the organization	0	0	18	92	90	4.36	0.14
Implementation of quality management systems focuses on increased retention as a result of citizen satisfaction	3	1	7	31	158	4.7	0.20

Source: Survey Data, (2022)

On the question about general organizational performance, the respondents as shown by a mean of 4.9 strongly agreed that quality management systems have enhanced a good relationship between top management, police officers and citizens. Others strongly agreed as show by a mean of 4.8 that effective implementation of quality management systems has increased the organizations competitiveness. A significant number as shown by a mean of 4.7 agreed that implementation of quality management systems has increased good performance in the organization and that quality management systems focuses on increased retention as a result of citizen satisfaction respectively. Lastly, majority of the respondents as shown by a mean of 4.36 agreed that quality management systems have enhanced quality service delivery in the organization.

Several researchers also reported that TQM implementation has led to improvements in competitiveness and performance in only 20-30% of the firms that have implemented it (Benson, 2013). According to a survey of manufacturing firms in Georgia, the benefits of TQM are improved quality, employee participation, teamwork, working relationship, customer satisfaction, employee satisfaction, productivity, communication, profitability, and market share (Williams, 2010). A study conducted by Rategan (2012) indicated that a 90% improvement rate in employee relations, operating procedures, customer satisfaction, and financial performance is achieved due to TQM implementation. However, Dirks (2009) reported a 95% failure rate for initiated TQM implementation programs; Longenecker and Scazzero (2013) indicated that achieving high product quality and pursuing successful TQM implementation are highly dependent on top management

support. However, Motwani, (2015) reported that there is no association between top management support for quality and the level of product quality achieved. Thus, conflicting research findings have been reported surrounding the effects of TQM implementation on overall performance.

4.6 Regression Analysis

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the multiple regressions.

Table 5 : Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612 ^a	.375	.347	.35389

Source: Research data, (2022)

The adjusted R² also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. R² gives the variance's percentage which shows the independent and dependent unique joint. 0.347 was shown by the coefficient of determination (R²) of the model which also showed that organizational performance of Kenya police service was affected by other factors at a 34.7% and are explained by the independent variables understudy (employees continuous training, top management leadership, employee involvement and customer focus). The study further tested the significance of the model by use of ANOVA technique. The findings are tabulated in table 4.11 below.

Table 6: Summary of One-Way ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.9	4	1.725	13.775	.000 ^b
	Residual	24.375	195	0.125		
	Total	31.275	199			

Source: Research data, (2022)

Critical value = 5.658

The findings were found to be ideal in making the study's conclusions as established by the ANOVA statics in the regression model that showed a 0.05 significance level as it was less than 5%. The critical value was less than the calculated value (13.775.>5.628) an indication that employees continuous training, top management leadership, employee involvement and customer focus all have all have a significant influence on organizational performance of Kenya police service.

The model of the study was also determined by use of the coefficient table. Table 4.12 presents the findings.

Table 7: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.368	.489		4.845	.000
Employees Continuous Training	.354	.112	.307	3.164	.002
Top Management Leadership	.412	.114	.349	3.609	.001
Total Employee Involvement	.698	.160	.420	4.371	.000
Customer Focus	.493	0.216	0.22	2.282	.002

Source: Research data, (2022)

As per the SPSS generated output as presented in table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes: $Y = 2.368 + 0.354X_1 + 0.412X_2 + 0.698X_3 + 0.493X_4$

From the regression model obtained above, a unit change in employee's continuous training while holding other factors constant would positively enhance organizational performance of Kenya police service by a factor of 0.354. Results also show that a unit change in top management leadership, while holding the other factors constant would positively enhance organizational performance of Kenya police service by a factor of 0.412. These findings concur with the study findings by Ndibe (2014) when the staff is trained and appropriately motivated the standard of delivery of good service is better significantly.

Further the study established that unit change in employee involvement while holding the other factors constant would positively enhance organizational performance of Kenya police service by a factor of 0.698 and that a unit change in customer focus while holding the other factors constant would positively enhance organizational performance of Kenya police service by a factor of 0.493. These findings go hand in hand with the research findings by Rakiman, (2012) the study showed that customer service is not only import element in good performance but critical in creating good working relationships between the service provider the clients. A significance level of 5% was used to determine the analysis. Both the probability value and $\alpha=0.05$ were used in

finding out how significant the model was in comparing of the predictor variables. A less than α p value shows that the predictor variable was significant and therefore in our case it wasn't significant. A less than $\alpha=0.05$ was found in all the predictor values showing a level of significance.

V. Conclusion and Recommendation

The study revealed that the training imparted and the skills acquired by the staff and empowers them with the appropriate total quality management practices which enhance their pertinent role in the organization. The workers actively participate in the trainings which are tailored to adopting the total quality management skills. The national police service has involved the employees to develop the visions and mission statements, organisation policies which have made the organization to deliver quality service to the community which they can relate to. The organization has a formal quality management structure. The decision making process is key in an organization therefore when the employees participate in this critical juncture they become the key change drivers in the organization. The employees will be able to be part of the coalition for change in the organization which will catapult the organization into the superior performance. The national police service uses huge sums of money in its allocated resources through the annual budget to train the staff particularly the quality management practices with a sole aim of improving the performance. The TQM practices put in place strategies and systems which are geared to empower the staff with required skills of better service delivery in the security sector. The national police service has cultivated ideal environment to nurture the staff and motivate the employees at all the hierarchy to take up responsibility of better service delivery. The employees are more confident to take up the delegated responsibility because they have the right skills which empower them to deliver their mandate of superior performance.

The organization incorporates customer (citizen) expectations and priorities in so as to offer quality services. The national police service regularly monitors their processes to eliminate the errors and ensure the mistakes do not repeat in the near future which consequently improves the organizational performance and service delivery to the community. The national police services regularly better its process and service delivery charter to give quality services to their customers and also strives to meet and exceed customer (citizen) needs.

Basic training on TQM should be done to recruits and to every other employee in the organization. This is because employees are treasured resources who should be given training throughout their career development. Training should also be incorporated into the other entire syllabus given to the police and this will enable unremitting improvement in the rendering of services to the citizens. This will also provide satisfaction to officers that is derived from one being well-informed and committed to duty.

The research revealed that the National police service was performing well by ensuring the workers participate in the decision making and owning the vision of the organization. The research advises that the National police service should improve the employee recruitment methodologies and with an aim to tap the highly learned and skilled staff and mitigate the staff turnover in the organization. This will ensure that the resources which are required to train the new staff can be used for other quality management practices which can boost the performance of the organization. The research suggests that the national police service must be provided with enough budgets so that they can be able to execute their functions well thus enhancing quality service delivery. The national police service should be provided with enough resources to enable it carry its training and imparting new skills and help in the innovation in the efficient service delivery mechanism. The national police service should involve and delegate authority to the lower staff and in decision making so that all the employees can be motivated.

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