

**CORPORATE REPUTATION STRATEGIES AND SERVICE DELIVERY IN
NATIONAL POLICE SERVICE IN NAIROBI, KENYA**

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**A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT
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DECLARATION

DECLARATION

Declaration by the Student

This thesis is my original work and has not been presented for a degree or any other award in any other university.

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DEDICATION

This thesis is dedicated to my children, Ryansibi Omar, Lidrin Omar, and Abraham Omar for the unwavering support and love. You have been my strength and motivation throughout this journey, despite the responsibilities and challenges I have always faced. Your presence has shaped who I am today, and I am deeply grateful. I appreciate your understanding and patience during the times I was engrossed in my research. Your smiles and love reminded me daily of my purpose and drove me to succeed.

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ABSTRACT

The research evaluated the nexus between corporate reputation strategies and service delivery in the National Police Service (NPS) in Nairobi County, Kenya. The research focused on the influence of corporate social responsibility, community policing, crisis communication and corporate branding on service delivery in NPS in Nairobi County. The research was supported by stakeholder, Aarkers brand equity, SERVQUAL model and situational crisis communication theories. Ex post facto research design was utilised to source and analyse data needed. The study targeted 3000 police officers distributed among fourteen (14) police stations in Nairobi County. The police stations were the unit of analysis while the police officers in each station formed the unit of observation. The sample size was 143 police officers selected based on stratified random sampling was adopted to pick the unit of observation where police officers in the stations were grouped into departments within the police stations; customer care, complaints, internal affairs, community policing, traffic and criminal investigation based on stratified random sampling. Data was sourced using structured questionnaires and analysed based on Statistical Package for Social Sciences. Multivariate regression model was employed to evaluate the strength of the nexus between service delivery and corporate reputational strategies in NPS. Corporate social responsibility had a direct but not significant influence on service delivery. The effect of community policing on service delivery was positive and significant. Crisis communication had a positive and significant effect on service. Finally, corporate branding had a positive and significant effect on service delivery. The study concluded that corporate reputational strategies had a major influence on service delivery in NPS in Nairobi County, Kenya. The study recommends that those in charge of police units should encourage staff to take part in corporate social responsibilities, to allocate budgets and have staff participate in community policing activities, put in place crisis communication strategy and associated tools and to continue implementing branding activities at the NPS to improve its image. Such would aid in improving the image of the NPS in the eyes of the public and enhance service delivery to the population needing police services in Nairobi County, Kenya.

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LIST OF ABBREVIATION AND ACRONYMS

ANOVA	:	Analysis of Variances
CoK	:	Constitution of Kenya
CP	:	Community Policing
KPS	:	Kenya Police Service
CR	:	Corporate Reputation
CSR	:	Corporate Social Responsibility
IG	:	Inspector General of Police
IM	:	Internal Marketing
IPOA	:	Independent Police Oversight Authority
LME	:	Linear Mixed Effect
NACOSTI	:	National Commission of Science Technology and Innovation
NPS	:	National Police Service
OCS	:	Officer Commanding Station
OLS	:	Ordinary least square
REML	:	Restricted Maximum Likelihood Estimation
SEM	:	Structural equation modelling
SPSS	:	Statistical Package for Social Scientists
USIU	:	United States International University
VIF	:	Variance Inflation Factor
WE	:	Work Engagement

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The chapter presented the introduction of the study and informs the research problem. The chapter specifically examines the background of the study, statement of the problem, objectives of the study, research hypotheses, justification, significance of the study, limitations, delimitations, assumptions of the study and operational definition of terms.

1.1 Background of the Study

Service delivery is critical for the success of any organization in terms of satisfying the needs of its customers or clients (Njagi & Kombo, 2014). Kalava (2016) argued that a firm or an institution is considered successful when it is able to avail efficient services to clients at the right price and quality. Accomplishment of above-board delivery of services requires collaborative efforts from all units of an organization in the form of strategies. Among the various strategies that can be adopted by public and private organizations to enhance their reputation and service delivery, corporate reputation strategies stand out (Eckert, 2017) noted that firms should ensure that their set of intangible assets such as corporate reputation is relevant. Currently, corporate reputation has gained popularity as an aspect of an important dynamic resource that is critical to achievement of sustainable competitive advantage. Firms are gradually and continuously putting in place necessary efforts to create, preserve and improve corporate reputation given its delicate nature. Sánchez-Torné et al. (2020) noted that reputation are positive and negative views held by people about an organization, something or somebody. A favourable reputation about a firm and its products enhances financial performance and customer loyalty. The effectiveness by which an organization handles its corporate reputation to achieve desired results determines its success in service delivery. Firms that intend to stay competitive while offering superior services and products must create, preserve and improve their reputation.

Globally, the link between corporate reputation strategies and service delivery has attracted the interest of researchers. In China, Kim and Chao (2019) evaluated whether brand experience influences purchase decisions in major brands. Four brands including Ferrero,

Meiji, Nike and Kappa were examined with the report showing that brand image was critical in purchase decisions of consumers of products from Ferrero, Meiji, Nike and Kappa. In Germany, Kote (2018) on co-branded goods effect on brand awareness and attitude to a brand observed that customers co-branding directly enhances brand image and awareness. However, co-branding did not explain attitude to a brand. In Pakistan, Ali et al (2019) evaluated whether customer satisfaction and corporate rebranding were related. The report noted that customer satisfaction was strongly explained by corporate rebranding. In India, Bianchi et al, (2018) on the link between perceived CSR, corporate reputation and purchase intention observed that CSR directly influenced corporate reputation and purchase intention. However, effect of perceived CSR on satisfaction weak.

Regionally in Africa, the relationship between corporate reputation strategies and service delivery has been multifaceted, significantly impacting customer perceptions and organizational performance. Effective reputation management can enhance service delivery across various sectors, including utilities, policing, and banking. In Ethiopia, Adugna and Italemahu (2019) on community policing reputation strategy revealed that crime was prevented via community. However, community policing structures suffered from inadequate resourcing. In South Africa, Osakwe et al. (2020) indicates that service quality directly affects bank reputation, which in turn fosters customer loyalty and trust. Banks that prioritize customer care and appealing service offerings are perceived more favorably, enhancing their competitive edge (Osakwe et al., 2020). In Nigeria, integrating CSR into corporate strategies has been shown to improve organizational performance, suggesting that a positive reputation can lead to better service delivery outcomes (Nwagu, 2022). In Ghana, Okoro (2020) on the effectiveness of community policing for management of crimes noted that ineffective community policing due to low public confidence in the Police.

Locally in Kenya, the link between corporate reputational strategies and serviced delivery has been a concern across various industries and sectors. In Nairobi Kenya, Muthoni and Kinyua (2020) on how performance was affected by corporate reputation in motor vehicle assemblers revealing that corporate reputation enhanced performance. Watuka (2018) on the nexus between reputation risk and a firm's ability to implement its strategy at KMPG.

Public relations management enhanced strategy implementation and public image of the firm. Further, corporate social responsibility influenced the success of strategy implementation. The results also revealed that the ability of an organization to successfully solve their conflicts dictates their level of strategy implementation in the firm. In a study based in National police service, Karuri and Muna (2019) explored the issue of community policing and its contribution to prevention of crime Kakamega noting that community policing reputational strategy was not effectively being used to fight crime. Bosire (2019) on the contribution of crisis communication on stakeholders' perception at KTDA observed that KTDA did not communicate to stakeholders promptly enabling media to transmit distorted information first leading to heightened crisis and lowered reputation.

1.1.1 Corporate Reputation Strategies

Accordingly, Corporate reputation (CR) is a critical form of intangible resource that determines performance in the short run and survival and growth in long run (Gangi et al. 2020). Generally, CR is a critical dynamic resource that ensures firms can differentiate their products from those of competitors. It enables the business organization in achieving its objectives as regards profits, market share, gaining customers from competitors, customer retention, and counteracting competitors' strategies (Sarstedt et al., 2014). Customer loyalty to an organization's market offering is partly dependent on their perceived quality of value propositions and the satisfaction derived from consuming such services. Park (2019) noted that even though the implementation of CR strategies succeeds formulation of strategy, it is often integrated within the wider strategic management. Hence, formulation and implementation of CR strategies happen simultaneously. Key CR strategies undertaken among firms includes community policing, corporate social responsibility, corporate branding and crisis communication (Veh et al., 2019).

Corporate Social Responsibility (CSR) is a mechanism through which firms self-regulate to ensure it operates in the confines of expected ethical standards, national laws and regulations as well as international norms (Watuka, 2018). CSR encompasses a company's responsibility towards its economic, legal, ethical, and discretionary expectations from society, as outlined in Carroll's Pyramid (Matthews & Ingram, 2024). CSR is the responsibility that an organization has towards the groups in the society where it gets

resources from and deliver its products to. Corporate social responsibility is a multifaceted approach that emphasizes the obligation of businesses to positively impact society and the environment while pursuing profit. This concept has evolved from mere philanthropy to a strategic framework integral to corporate operations, reflecting a commitment to sustainable development and ethical practices.

Community Policing (CP) is a strategy of policing where the police institution collaborates with the public in a symbiotic relationship where public gives intelligence and police acts on the intelligence to offer security and fight crimes in the society (Williams et al., 2018). Community policing is a collaborative approach that fosters partnerships between law enforcement and community members to enhance public safety and address local issues. This model emphasizes the importance of community involvement in policing efforts, aiming to create a safer environment through shared responsibility. Community policing strategy has three main elements including partnership, problem solving and organizational transformation. Effective community policing relies on strong relationships between police and community stakeholders, including citizens, local organizations, and businesses (Fennelly & Perry, 2024). Further, the primary goal is crime prevention through proactive problem-solving, where police and community members work together to identify and address local concerns (Fennelly & Perry, 2024). Finally, Law enforcement agencies must adapt their management structures to support community engagement and collaborative efforts (Fennelly & Perry, 2024).

Crisis communication is a kind of communication that is directed by an organization to the public, clients and broad stakeholders in a crisis situation so as to repair CR that has been injured by the public allocation of responsibility of a negative event to the organization (Eriksson, 2018). Crisis communication is a critical process involving the exchange of messages among stakeholders during high-stakes situations characterized by uncertainty and immediate response needs. Effective crisis communication is essential for managing reputational threats, coordinating responses, and fostering resilience. Effective communication requires consistent messaging tailored to specific audiences, enhancing credibility and trust (Touitou, 2020). Crisis communication should incorporate risk communication strategies to prepare for and respond to crises effectively. Social media

plays a vital role in disseminating information and managing misinformation during crises (Fearn-Banks & Kawamoto, 2024).

Corporate branding is a marketing exercise carried out by an organization to improve its position in the mind of current and prospective customers by enhancing its brand assets. Corporate branding is a strategic approach that encompasses the entire organization as a brand, rather than focusing solely on individual products or services. This holistic view is essential in today's complex market, where companies must navigate diverse stakeholder expectations and competitive pressures. Corporate branding integrates marketing, communication, and management, emphasizing the brand's role in overall corporate identity. Corporate branding allows organizations to differentiate themselves and build a strong reputation, which is crucial for long-term success. A successful corporate brand requires active participation from both the organization and its stakeholders, fostering a sense of connection and loyalty (Balmer & Podnar, 2021).

1.1.2 Service Delivery

In private business organizations, service delivery is the market offering or improvement in value for the benefit of the customer (Ogola et al., 2021). However, in the public sector, service delivery are commitments and promises made by government agencies and associated political leadership as regard to what they intend to achieve for the benefit of the citizens or electorates (Banuri et al., 2018). It is critical that the delivery of service by public entities like NPS be evaluated from the perception of performance standards that are considered to have direct effect on the efficiency and effectiveness of service provision to the citizenry. Service delivery is central to government institutions and citizens given that quality and affordable services enhance the reputation of the governments in the eyes of the citizens. Organizations ought to seek to satisfy their customers with the market offerings to improve their image. Kalava (2016) noted that successful organizations are those that effectively and efficiently offer services to the customers and that poor service provision leads to dissatisfaction among the customers. Firms must ensure that the services they offer are of high quality. An organization can achieve customer loyalty via the delivery of quality and affordable services (Njagi & Kombo, 2014).

1.1.3 Service Delivery in National Police Service of Kenya

The Constitution of Kenya (CoK) 2010 establishes the NPS in article 243. The NPS comprises the Kenya Police Service (KPS) and Administration Police Service (APS) [Revised Police Reforms Program Document, 2015-2018]. The article states that the functions of the NPS includes prevention of crimes, preventing corruption among others. ‘The command of the NPS is vested on the Inspector General of the NPS. The Inspector general of NPS is assisted by two Deputy inspector general one in charge of KPS and another overseeing APS (Opollo et al., 2023).’

The NPS Act 2011 provide for the following functions of KPS including law enforcement, crimes investigation, detection and prevention of crimes and criminal intelligence collection. Sec 28 of the NPS Act 2011 has established the Directorate of Criminal Investigation (DCI) that works directly under the Inspector General. The DCI is headed by director general of DCI and is in charge of investigations of serious crimes, forensic analysis and criminal intelligence (NPS Act, 2011). Further, the NPS Act 2011 states the unique functions of APS including supporting role to Government agencies, protection of government strategic installations and assets, stock theft prevention, border security, peace building and conflict management (Dwyer, 2020).

The NPS has been devolved in to counties, divisions, stations and posts. The service delivery of NPS is often examined in terms of number of arrests made, responsiveness, crime reduction rates, clearance rate, reliability and fairness (NPS Act, 2011). The National police service in Nairobi County is one of the devolved police units with the command structure being headed by Nairobi County police boss. There are (15) police stations in Nairobi County; Central, Buruburu, Donholm, Kileleshwa, Pangani, Jogoo Road, Nyayo, Kasarani, Kayole, Ruaraka, Runda, Kilimani, Starehe, Girgiri and Muthaiga. The National Police Service offer security services to people residing in Nairobi County.

1.2 Statement of the Problem

Currently, private and public entities are preoccupied with improving the efficiency and effectiveness by which services are delivered in general and police service, in particular.

Public entities, like the Kenya police service, have been accused of poor service delivery that is mainly attributed to a lack of accountability, bureaucracies, and wastage of public resources. Most government agencies are making an attempt to reverse the negative reputation of poor service delivery (Dwyer, 2020). A study revealed that the reputation of the NPS has been under attack and that this hinders the ability of the NPS to offer services as enshrined in the NPS act 2011 (Maina, 2013).

Studies exist on the association between corporate reputation strategies and service delivery. Olorunsola et al (2022) revealed that CSR and internal marketing enhances attitude of staff that further improves customer-oriented behaviour and service delivery. Park (2019) revealed that social responsibility activity enhances customer satisfaction. Watuka (2018) showed that public relations management has positive influence on strategy implementation. Adugna and Italemahu (2019) found that community policing enhances crime prevention. Okoro (2020) established that revealed that community policing effectiveness is affected by low level of public confidence in the police institution. Muthere (2018) established that the channels used by the crisis team to communicate to the community are incongruent with the community sources of information. Wakazi and Ogada (2020) established that corporate branding and customer satisfaction are directly correlated.

Even though there exist studies on corporate reputational strategies and delivery of service, there are still knowledge gaps. Conceptually, most studies have tended to link corporate reputational strategies with firm performance or customer purchase decisions with few studies directly linking corporate reputational strategies and service delivery. Contextually, most studies both globally and locally and have tended to be based on private sectors with few studies existing in public sectors especially in the police service. Methodologically, studies especially those on community policing and branding strategies have tended to be qualitative in nature hence need to undertake a quantitative study to establish if findings are holding. ‘This study sought to bridge knowledge gaps by examining the influence of corporate reputation strategies on service delivery in the NPS in Nairobi County, Kenya.

1.3 Objective of the Study

1.3.1 General Objective

To examine the influence of corporate reputation strategies on service delivery in the National Police Service in Nairobi County.

1.3.2 Specific Objectives

The study was guided by the following specific objectives;

- i) To establish the influence of corporate social responsibility on service delivery in the National Police Service in Nairobi County.
- ii) To evaluate the influence of community policing on service delivery in National Police Service in Nairobi County.
- iii) To determine the influence of crisis communication on service delivery in National Police Service in Nairobi County.
- iv) To establish the influence of corporate branding on service delivery in National Police Service in Nairobi County.

1.4 Research Hypotheses

The study sought to test the following research hypotheses;

- i) **H₀₁**: Corporate social responsibility has no significant influence on service delivery in the National Police Service in Nairobi County.
- ii) **H₀₂**: Community policing has no significant influence on service delivery in National Police Service in Nairobi County.
- iii) **H₀₃**: Crisis communication has no significant influence on service delivery in National Police Service in Nairobi County.
- iv) **H₀₄**: Corporate branding has no significant influence on service delivery in National Police Service in Nairobi County.'

1.5 Justification of the Study

The service delivery in National Police Service (NPS) has for a long time been perceived not to meet the expectation of the citizens. The NPS has been historically been accused of

being brutal, corrupt and non-responsive to needs of the citizenry. This has been associated with negative perception in the mind of the public. In the recent time, the NPS has been implementing various strategies aimed at improving its corporate reputation and enhancing service delivery. However, few studies exist on whether these efforts so far implemented have improved or not improved the reputation of the NPS service in the eye of the public. This research therefore evaluated the nexus between corporate reputation strategies and service delivery in the NPS in Nairobi.

Further, the study on the contribution of corporate reputation strategies on service delivery was undertaken in Nairobi County. Nairobi county was chosen as the study location given that the head quarter of National Police Service is in Nairobi. The corporate reputation strategies implemented in police stations in Nairobi ought to be escalated in other counties far away from the headquarter. Further, Nairobi County is the most populous county in Kenya and thus issues of service delivery are very critical and thus a study examining the contribution of corporate reputation strategies of NPS to service delivery was timely in such a context.

1.6 Significance of the Study

1.6.1 National Police Service

The study would be critical to NPS in Nairobi County in evaluating how its corporate reputation strategies are influencing its service delivery. The NPS would be able to tell the extent to which aspects such as community policing, corporate social responsibility, corporate branding and crisis communication have an influence over service delivery in Nairobi County. The findings would also present various recommendations for action towards policy and day to day activities of enhancing police reputation and improving on service delivery by the National Police service in Nairobi and beyond.

1.6.2 Future Researchers

The research would also be critical to researchers of reputation and serviced delivery. The study would serve as literature review in studies examining effect of corporate reputation on service delivery. Further, the study presents areas for further studies that will help informing future studies regarding knowledge gaps that need further studies. The study

findings inform the deepening of the application of stakeholder, situational crisis and brand equity theories in evaluating the nexus between corporate reputation strategy and delivery of services.

1.6.3 General Public

The study findings would be critical to the general public in Kenya and specifically to Nairobi County residents who draws various services from National Police Service. The public in Nairobi would get to identify how the corporate reputation of the police affects service delivery. The public would appreciate the need to participate in efforts towards enhancing police service reputation towards improving the service delivery. When the public understands the contribution of corporate reputation strategies to service delivery, they would participate in efforts such as community policing, corporate social responsibility among others to ensure service they receive are enhanced.

1.7 Limitation of the Study

First, the leadership and staff of NPS in Nairobi County were not ready to participate in the study because of fear of victimization or going against the secrecy code of the service. The principal investigator explained the purpose of research and assured officers at NPS that the information collected would not be released to any other party apart from the researcher. The study also did not source any data that could be linked to individual officer or staff. Some respondents were not available on the day of the study due to busy and mobile nature of NPS officers. The researcher overcome this challenge by leaving behind research instruments for the concerned respondents to be filled later at their convenient time.

1.8 Delimitation of the Study

The study focused on four CR strategies; community policing, corporate social responsibility, corporate branding and crisis communication making up the explanatory variables. The outcome variable is service delivery. The geographic scope of the study was Nairobi County where respondents from various police stations were part of the study. The respondent scope was all the 3000 staff and officers employed by NPS in Nairobi County both at the headquarter and in police stations.

1.9 Assumptions of The Study

The study assumed that study participants were truthful in responding to items in the data collection instrument. The study also assumed that the questionnaire was valid and reliable. Finally, the research presupposes that the study participants have adequate understanding about corporate reputation and its links to delivery of services.

1.10 Operational Definition of Terms

Community Policing	Refers to strategy of policing where the police service works closely with the community in getting solution to security problems in the society (Williams et al., 2018).
Corporate Branding	Marketing activity that involves positioning of the services of an organization in the minds of the clients. (Kim & Chao, 2019).
Corporate Reputation	The perception or attitude of the public towards a company and its products. Corporate reputation can be positive or negative (Gangi et al., 2020).
Corporate Social Responsibility	Refers to a firm's responsibility to bring a favourable impact and reduce unfavourable impacts to the society where it draws resources, information and labour and delivers products (Watuka, 2018).
Crisis Communication	Refers to the type of communication happening in the context of a crisis situation in an organization or institution (Eriksson, 2018).
Service Delivery	Describes the commitments of a public institution towards the citizenry including service quality, responsiveness and satisfaction (Ogola et al., 2021).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter presents the relevant academic writings on the link between corporate reputation and service delivery. The chapter examined various empirical and theoretical reviews linking corporate reputation strategies to delivery of services. The chapter finalises with conceptual framework that guided the operationalization of the study variables.

2.2 Theoretical Review

Theoretical review section expounds on theories that underpin the nexus between corporate reputation strategies and effective service delivery. A theory is a proposition that explains, predicts a phenomenon. The study was specifically based on situational crisis communication, stakeholder, SERVQUAL model and brand equity theories.

2.2.1 Stakeholder Theory

The theory postulated by Freeman (1984) defines stakeholders as any individual or group that direct interest in the affairs of an organization who can influence or be influenced by decisions and activities of the organization. The major stakeholders include the owners, staff, customer, the general public and the governments. Stakeholder theory assumes that the activities of the firms affect the stakeholders who have interest in the firm. Customers need quality, safe and affordable products; owners need their net worth protected; government needs the firm to pay taxes and observe laws and regulations; competitors need the firm to practice fair competition; employees expect fair wages, salaries and practices while general public expect that firm's operations are sustainable (Donaldson & Preston, 1995).

The theory informs the independent variables community policing and corporate social responsibility. The National Police Service obtains resources from the society and gives output to the society. NPS obtains staff from the community and operates based on taxes from the exchequer that comes from the community. The NPS is thus expected to be responsible to the community and should view the community as a key stakeholder. Further, the theory informs community policing in that, the NPS recognizes the community

as a key stakeholder in its operations in term of provision of intelligence and other support. The NPS should thus work in partnership with the community via community policing.

2.2.2 Aarkers Brand Equity Theory

The study will be based on Aaker's Brand Equity Model variant (Aaker ,1991). The theory categorises brand assets into four distinct but interdependent types including; brand name awareness, loyalty, perceived quality and associations. Brand loyalty generates value to the firm by retaining highly profitable customers who purchases repeatedly from the firm. Brand awareness describes the position that a brand occupies in the mind of the customers by ensuring customers can easily tell a firm's product from those of competitors (Aaker, 1991). Perceived quality (Aaker, 2009) explains the expected performance associated with purchase and use of firms' products. Brand associations are links between a brand and experiences of customers (Aaker, 1992).

Brand equity model proposed by Aaker's (1991) is useful to customers in that it helps customers to tell apart between brands of different firms, enhances satisfaction and improves confidence in use a given brand. Further, brand equity is important to firms in various ways. Brand equity ensures firms retains profitable customers, lowers the cost of marketing though brand loyalty, enables firms to counteract competition by preventing brand switching and enables firms to practice premium pricing. Brand equity also ensures that firms can sustainably remain profitable, grow and expand.

Brand equity theory informs the nexus between service delivery and corporate branding in NPS in Kenya. The four key aspects of rand equity are expected to direct the branding taking place at NPS. The NPS has been carrying out various branding activities including name change, change of uniform colours as well as slogans. The purpose of branding is to improve the reputation of NPS and encourage citizens to seek for services.

2.2.3 Situational Crisis Communication Theory

The theory was advanced by Coombs (2017) to examine how people react to unexpected negative events and apportion responsibility. The theory posits that people will often react emotionally to negative unexpected events and allocate responsibility to those they think are responsible. When responsibility is allocated, so does reputation of the organization

fall. The stakeholders will tend to allocate responsibility to who is responsible for negative happening in an organization. Weiner (1972), noted that the public will decide how to behave towards an organization after allocating responsibility to where it belongs in a crisis situation. Further, Weiner (1972) identifies three dimensions of attribution of responsibility including stability, locus and controllability. The negative or unexpected situation may due to international or external event to the organization. The situation may stable or unstable and finally the situation may be controllable or uncontrollable (Weiner, 1972).

The theory informs the link between service delivery and crisis communication in NPS. Unexpected and negative events happening around NPS makes the public to judge and allocate blame and responsibility to the NPS or somewhere else depending on the information reaching them and how they react to the situation. The role of communication in crisis is to ensure people get timely and reliable information that they can process and allocate responsibility at the right place.

2.2.4 SERVQUAL Model

The SERVQUAL model is a widely recognized framework for evaluating service quality by contrasting customer expectations with their perceptions of the service actually delivered (Ighomereho et al., 2022). The model proposed by Parasuraman, Zeithaml, and Berry in the 1980s operates on the principle that service quality can be measured by pinpointing discrepancies between what customers anticipate and what they experience (Shi & Shang, 2020). A. The SERVQUAL model focuses on five key dimensions of service quality including reliability, assurance, tangibles, empathy and responsiveness.

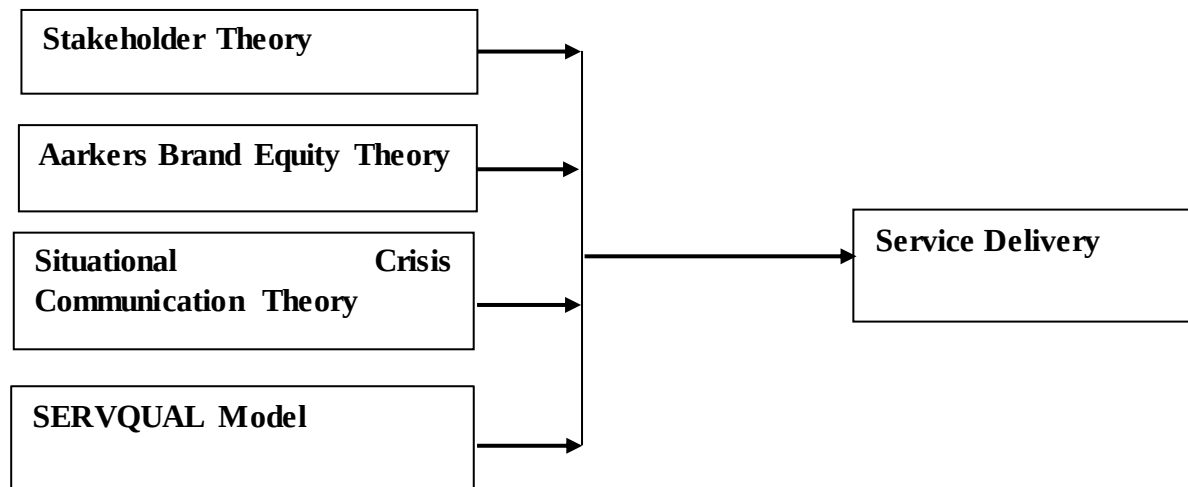
Reliability is ability to perform the promised service dependably and accurately for instance, police service offering security services repeatedly without significant variation from time to time (Assefa et al., 2024). Assurance is the knowledge and courtesy of employees and their ability to convey trust and confidence (Modise et al., 2020). In the context of police service, police officers professionally handling complaints from the public depicts assurance. Tangibles is the physical appearance of facilities, equipment, personnel, and communication materials (Ayikwa et al., 2023). In the context of police service, the physical outlook of police stations including the staff, building and vehicles contributes to perception of service quality. Empathy is the provision of caring and

individualized attention to customers (Modise et al., 2020). The ability of police officers to listen to unique customer complaints without judgement and offering service needed speaks of the empathy. Responsiveness is the willingness to help customers and provide prompt service (Shi & Shang, 2020). In the context of police service, a quick response to call for security services on hotline speaks to responsiveness of the police service.

The SERVQUAL model underpins the dependent variable, service delivery, by providing a structured approach to understanding and measuring service quality by comparing customer expectations with perceptions. It serves as a diagnostic tool to identify areas for improvement in service delivery in the content of police service. Variables of service delivery in NPS such as quality of service, responsiveness, citizens satisfaction and accountability as based on SERVQUAL elements.

Figure 2. 1

Theoretical Framework



Source: Researcher (2023)

The theoretical framework given in Figure 2.1 presents relevant theories informing the relationship between corporate reputational strategies and service delivery. The first theory is the stakeholder theory that informs the independent variables community policing and corporate social responsibility and how they relate to service delivery. The National Police

Service obtains resources such as taxes, labour and intelligence from the society and gives output to the society in terms of service delivery. The NPS is thus expected to be responsible to the community and should view the community as a key stakeholder. The NPS should thus work in partnership with the community via community policing to deliver services such as crime prevention.

The second theory relevant in the study is brand equity theory. The theory, Brand equity theory, informs the nexus between service delivery and corporate branding in NPS in Kenya. The four key aspects of brand equity are expected to direct the branding taking place at NPS aimed improving the reputation of NPS and encourage citizens to seek for services.

The third theory adopted is the situational crisis communication theory. The theory informs the link between service delivery and crisis communication in NPS. Unexpected and negative incidents happening around NPS makes the public to judge and allocate blame and responsibility to the NPS or somewhere else depending on the information reaching them and how they react to the situation. The role of communication in crisis is to ensure people get timely and reliable information that they can process and allocate responsibility at the right place.

The final theory was SERVQUAL Model that underpins the dependent variable, service delivery, by providing a structured approach to understanding and measuring service quality by comparing customer expectations with perceptions. It serves as a diagnostic tool to identify areas for improvement in service delivery in the context of police service. Variables of service delivery in NPS such as quality of service, responsiveness, citizens satisfaction and accountability as based on SERVQUAL elements.

2.3 Empirical Review

The section examines various empirical literature on the relationship between corporate reputation strategies and service delivery. The section has been organised in terms of study explanatory variables including corporate social responsibility, community policing, crisis communication and corporate branding.

2.3.1 Service Delivery

In private business organizations, service delivery is the market offering or improvement in value for the benefit of the customer (Ogola et al., 2021). Delivery of services in public organizations such as NPS refers to commitments and promises made to the citizenry as regard to what the management of the organization intend to achieve for the benefit of the citizens (Banuri et al., 2018). It is critical that the delivery of services in public entities be analysed from the perception of performance standards for the benefit of the citizenry. Service delivery is central to government institutions and citizens given that quality and affordable services enhance the reputation of the governments in the eyes of the citizens. Organizations ought to seek to satisfy their customers with the market offerings to improve their image. Kalava (2016) noted that successful organizations are those that effectively and efficiently offer services to the customers and that poor service provision leads to dissatisfaction among the customers. Firms must ensure that the services they offer are of high quality. An organization can achieve customer loyalty via the delivery of quality and affordable services (Njagi & Kombo, 2014).

2.3.2 Corporate Social Responsibility and Service Delivery

Olorunsola et al (2022) examined the link between CSR, internal marketing (IM) and customer satisfaction. The study adopted regression model to analyse data sourced from 355 bank employees. The research indicated a positive correlation between the perception of Corporate Social Responsibility (CSR) and Internal Marketing (IM) with employee well-being (WE). It suggests that incorporating CSR initiatives into current IM strategies is likely to enhance expected employee work attitudes, which in turn may lead to improved job outcomes, including customer-oriented boundary-spanning behaviour. Olorunsola et al (2022) was limited to banking sectors which has different cultural environment from police institution.

Park (2019) evaluated CSR activities links to corporate reputation among airline firms. The study introduced two moderating factors: customer attitude and satisfaction, which influence the connection between corporate reputation and CSR. Analysing data from 967 airline service users through structural equation modelling. The findings demonstrated that CSR activities enhanced customers customer positive attitude and satisfaction. Further, the

research reveals that a greater emphasis on economic responsibility leads to enhanced customer attitude and satisfaction. Additionally, it finds that environmental responsibility significantly affects customer attitude and satisfaction, while corporate reputation is predominantly shaped by these customer perceptions. Park (2019) focused on Airline industry significantly different from police institution.

Bhattacharya et al., (2020) examined the impact of CSR on purchase risk. The study adopted quasi experimental design to collect and analyse secondary data. The research utilized both secondary data and two laboratory experiments. The study demonstrated that CSR improves customer purchase intentions. Their findings indicated that CSR has a beneficial effect on company sales by alleviating customers' perceptions of purchase risk. In scenarios characterized by heightened purchase risk, CSR was found to enhance both sales and customer purchase intentions more significantly than in situations with lower purchase risk. Additionally, the study highlighted that the impact of CSR on sales is more pronounced for CSR initiatives that convey a stakeholder-oriented approach. It is important to note that the research focused exclusively on profit-driven organizations, suggesting the need for further studies in the realm of public service, particularly within non-profit sectors. Bhattacharya et al (2020) was also limited to profit making organizations significantly different from public organizations such as NPS.

Watuka (2018) evaluated the nexus between reputation risk and a firm's ability to implement its strategy at KPMG. The descriptive research design was use to source data from six hundred KPMG staff in Nairobi office with stratified random sampling being adopted to select 120 employees. Public relations management has positive influence on strategy implementation and public image of the firm. Further, corporate social responsibility influences the success of strategy implementation. The results also revealed that that the ability of an organization to successfully solve their conflicts dictates their level of strategy implementation in the firm. Watuka (2018) examined the effect of reputation risk aspects on strategy implementation and another study ought to be carried out to extend the breadth of the study by evaluating how reputation influences service delivery.

Bianchi et al., (2018) evaluated the link between perceived CSR, corporate reputation and purchase intention. The sample size was four hundred and twenty-nine customers chosen based convenient sampling. To validate the measurement model, confirmatory factor analysis was employed. The study also adopted structural equation modelling (SEM) with findings revealing that CSR directly influenced corporate reputation and purchase intention. However, effect of perceived CSR on satisfaction was not significant. Bianchi et al. (2018) was carried out outside Kenya besides the study only adopted quantitative data that may not adequately capture all aspects of corporate reputation strategies and serviced delivery.

Anser et al. (2017) examined nexus between CSR and performance in Pakistani manufacturing industry. Panel secondary data for three years was analysed using multiple regression technique with findings showing a major direct link between performance and CSR. In addition, innovation moderated CSR – performance link. Anser et al. (2017) were based on secondary quantitative data that may not capture all aspects of CSR. Besides, the study was carried in manufacturing context in Pakistan and another study ought to be carried in public service provision context in Kenya.

He and Lai (2014) examined the link between CSR dimensions and brand loyalty. The study superficially investigated the indirect influences of various aspects of corporate social responsibility (CSR) on brand loyalty within a practical business environment. The research emphasizes legal and ethical responsibilities as two key dimensions of social responsibility. The findings reveal that consumers' perceptions of brands' legal and ethical obligations can strengthen brand loyalty by fostering positive functional and symbolic representations. Furthermore, corporate behaviour that is legally responsible tends to enhance consumers' perceptions of a functional image more significantly than a symbolic one, whereas actions that are ethically responsible have a greater effect on the symbolic image compared to the functional image. Hea and Lai (2014) focused on effect of CSR on brand loyalty in commercial entities and another study should be commissioned in the public service sector in the NPS to expand the breadth of the study findings application.

In Nairobi Kenya, Muthoni and Kinyua (2020) examined how performance was affected by corporate reputation in motor vehicle assemblers. The assessment of corporate

reputation was based on various indicators, including social responsiveness, ethical conduct, concern for employee welfare, and the quality of the workplace environment. The research targeted employees of motor vehicle assemblers with sampling being undertaken based on proportionate stratified sampling. The study conducted field observations on a randomly selected sample of management personnel, utilizing proportionate stratified sampling. The analysis based on OLS regression established that corporate reputation enhanced performance. Muthoni and Kinyua (2020) relied on quantitative data that may not capture all aspects of corporate reputation and service delivery.

2.3.3 Community Policing and Service Delivery

Refers to strategy of policing where the police service works closely with the community in getting solution to security problems in the society. In Ethiopia, Adugna and Italemahu (2019) examined the effectiveness of community policing based on mixed approach where questionnaires, key informant interviews (KII) and focused group discussions (FGD) were adopted. The findings revealed that crime was prevented by community with a significant number of respondents acknowledged the positive impact of community policing practices in crime prevention. Further, the study revealed that community policing structures suffered from inadequate resourcing, lack of awareness among residents and the presence of inadequately qualified personnel. The study focused much on the limitation facing community policing and another study ought to be carried out on effect of community policing delivery of services.

In Ghana, Okoro (2020) examined the effectiveness of Community Policing for management of crimes based on mixed approach. The research employed an explorative sequential mixed-method design, incorporating focus group discussions, key informant interviews, and surveys for data collection and analysis. The analysis revealed ineffective community policing due to low public confidence in the Police. Therefore, community participation and the implementation of community policing were ineffective primarily due to inadequate strategies, a lack of trust, and diminished public confidence in the police. Okoro (2020) was carried out in Ghana with different operating environment from Kenya. Besides, they focused on impact of community policing on crime management. Another

study should be carried out on influence of community policing on service delivery that includes other services in addition to crime management.

Okanga (2022) sought to identify how community policing concept can be used to re-brand the force. Questionnaire was administered to five hundred and fifty-five study participants recruited from 5000 Police Personnel serving in Imo State Nigeria. Data obtained were analysed using the percentage method. Major findings include: Nigeria Police Force currently has poor image as a result of poor quality of police services to the citizens, therefore it requires re-branding; the Nigeria. Police can be rebranded with the community policing concept, but majority of the police personnel are not trained on community police and even the few that are trained do not practice the concept.

Karuri and Muna (2019) explored the issue of community policing and its contribution to prevention of crime Kakamega County. The study targeted three hundred and twenty-one study participants. Specifically, the target population comprised community opinion leaders, members of the National Police Service, provincial administrators and leaders involved in the Nyumba Kumi initiative. Purposive sampling was used to select one hundred and ten participants who finally took part in the study. The study established that community policing was not effectively being used to fight crime. Therefore, a significant number of respondents believed that community policing strategies were not effectively implemented in the fight against crime. Karuri and Muna (2019) focused on link between community policing and crime prevention hence effect of community policing on service delivery in NPS should be undertaken.

Leting et al., (2019) evaluated whether community policing influenced social relations. The mixed approach was adopted to pick three hundred and eighty-four respondents including members of the Nairobi County Security Board, heads of households and individuals who had survived acts of terrorism. The study used convenient, purposive and snowball sampling. Data collection was primarily conducted through key informant interviews and structured interviews. The gathered data was analysed using both qualitative and quantitative techniques. The findings showed that community policing helps in preventing terror activities. The police-community partnerships foster trust when law enforcement successfully prevents terrorist incidents. Conversely, failures in preventing

such acts lead to a breakdown of trust between the community and the police. Consequently, the study concluded that the effectiveness of police-community partnerships is contingent upon enhancing positive interactions between patrol officers and community members.

2.3.4 Crisis Communication and Service Delivery

Crisis communication is the exchange of information between a firm and its stakeholders immediately after a negative event leading to crisis (Fearn-Banks, 2007). Crisis communication happens during crisis to repair and improve firms' image that has been battered by stakeholders' allocation of responsibility. Crisis communication can help a firm defuse and deflect crisis as well as enhance reputation to a level beyond pre crisis levels. In the US, Kim et al., (2019) examined the influence of employee -organization relationship on crisis communication. The quasi-experimental study targeted six hundred and forty employees with data collected based on survey being analysed using regression. The study revealed that the relationship between organization and its employees as well as disclosure of information was directly related to internal reputation. Kim et al. (2019) focused on nexus between crisis communication and internal reputation and another study should be commissioned on effect of crisis communication on service delivery to expand the breadth of the study.

Bosire (2019) examined whether crisis communication influenced stakeholders' perception at KTDA. Mixed approach was used to source data from four hundred respondents picked from six hundred thousand tea farmers in Kenya distributed across 16 tea-growing counties in Kenya, including Muranga, Kisii, Embu and Kirinyaga. The results indicated that the agency was slow to communicate with farmers, allowing the media to spread information first, often in a distorted and inaccurate manner. This delay exacerbated the crisis and harmed the agency's reputation, negatively impacting its relationship and goodwill with the tea farmers. Additionally, the study revealed that the agency did little to engage with tea farmers during both the pre-crisis and post-crisis phases. It was only during the crisis that the agency became proactive, employing various communication strategies to convey profit warning messages to the farmers. However, most of the communication methods utilized were one-way. The study also highlighted that some tea farmers had already

developed significant negative perceptions due to unresolved issues from the past prior to the onset of the crisis. Bosire (2019) was carried out in state corporation another study at NPS would expand applicability of findings.

Hong and Cameron (2018) examined the effect of interactive nature of communication on responsibility allocation. The mixed approach study sourced data from three hundred and eighty-nine respondents with results revealing that stakeholders attributed less responsibility to an organization when they read more positive comments online than vice versa. The study concludes that online comments on digital communication channels can lead to stakeholders allocating less or more responsibility to a firm after a crisis. Hong and Cameron (2018) were limited to interactive aspect of online crisis communication and another study should investigate other aspects of crisis communication and how they influence service delivery.

Liu-Lastres et al. (2023) examined response by customers to crisis communication when risks is eminent and crisis communication messages concerning health-related incidents on cruise ships. The study focused on norovirus infections and utilized the Risk Perception Attitude framework as its theoretical basis. The study targeted two hundred and forty customers with findings revealing that at beginning of crisis, stakeholders tend to attribute responsibility based on perception and not facts. The indicated that, in the aftermath of a crisis, individuals tend to assess the firm and circumstances primarily through their emotions and perceptions rather than relying on technical assessments or factual information. Consequently, it is essential for cruise lines to understand how to communicate effectively with the public during such situations, providing reassurance and clarifying any potential misconceptions. Additionally, various segments of the cruising demographic respond differently to crisis communication, suggesting the need for tailored content and messaging strategies. Liu-Lastres et al., (2023) was focused on crisis communication in a cruise ship situation, another study ought to be carried out in crisis communication in police setting and how it influences service delivery.

Muthere (2018) reviewed the efficacy of communication tools during in Garissa County during floods. Exploratory design was used to gain insights into this fairly new phenomenon of floods in Bura East. A sample 15 key informant interviews, and members

of three focus group discussions was used to source data. Research showed that the channels used by the crisis team to communicate to the community are incongruent with the community sources of information. Further, audience research was not conducted to understand the community's information needs in order to design the best tools to use to communicate with them. Muthere (2018) focused on appropriateness of communication channels in crisis communication and another study examining effect of crisis communication on service delivery would expand the breadth of this study especially in Police service setting.

Osoro (2017) examined the efficacy of online communication in crisis communication particularly in relation to the Westgate Mall attack in Nairobi. The research involved interviews with a sample of fifty participants from seven organizations engaged in disaster relief services. Given that the target population was fewer than 200 individuals, a census approach was employed. A questionnaire was developed for the staff of the targeted disaster relief organizations. The study utilized a descriptive design with findings showing social media was more effective compared to traditional channels in crisis communication. Osoro (2017) focused on effectiveness of online communication channels and another study examining social media crisis communication - service delivery nexus to expand the applicability of this study.

Njeri (2018) evaluated how social media was used in crisis communication KNH. The focus of the study was on two crises that occurred in 2018: the surgical mix-up and the allegations of rape against nursing mothers. The qualitative research utilizing the case study method adopted Key informants from the hospital's communication department were interviewed using a purposive sampling technique guided by a structured interview framework. Data was analysed based on thematic analysis. The findings revealed that KNH actively used Facebook, Twitter and Instagram. Additionally, it was discovered that the hospital implements a crisis communication strategy that disseminates information encompassing corrective measure, empathy, reassurance, and accomplishments to the stakeholders. Public feedback on social medial platforms were varied widely, including suppositive, sarcastic, condemnatory, demanding, abusive, interrogative and humorous responses. Furthermore, the organization utilizes press releases, reports, brief text

messages, photographs, and hashtags as part of its social media communication strategy. Njeri (2018) was limited to social media use in crisis communication context and another study on social media crisis in communication in NPS context would expand the breadth of the study application.

2.3.5 Corporate Branding and Service Delivery

In China, Kim and Chao (2019) examined whether brand experience influences purchase decisions in major brands. Four brands including Ferrero, Meiji, Nike and Kappa were involved in the study with one thousand one hundred consumers invited to participate in an online study. The revealed that brand image was critical in purchase decisions of consumers. Kim and Chao (2019) were carried out in China with different cultural setting from Kenya. In Germany, Kote (2018) evaluated whether co-branded goods affect brand awareness and attitude to a brand. The online survey revealed that customers co-branding directly enhances brand image and awareness. However, co-branding did not explain attitude to a brand. Kote (2018) was carried out in Germany with different operating environment from Kenya. Besides, it was based on profits making organization hence another study in public service would expand the breath of the study.

In Pakistan, Ali et al (2019) investigated whether customer satisfaction and corporate rebranding were related. Structured questionnaire was employed to source data needed from three hundred consumers chosen based on convenient sampling. Factor analysis showed that customer satisfaction was strongly explained by corporate rebranding. Ali et al (2019) studied relied on structured questionnaires only that may not capture qualitative aspects of corporate reputation strategies and service delivery. Nyambane and Ezekiel (2015) examined whether rebranding influences consumer loyalty at Kenya power (KP). The survey research design was adopted to source data from two hundred and thirty-four customers based on structured questionnaires. The data analysis based on regression model showed that rebranding had enhanced quality of services at KP. Nyambane and Ezekiel (2015) was carried in commercial government business and another study ought to be carried out in NPS.

Titi and Anang (2018) examined the influence of corporate rebranding on brand equity in media firms. The study employed linear regression to analyse data sourced from one

hundred and ten study participants. Findings established a direct and strong relationship between brand equity and corporate rebranding. Titi and Anang (2018) was carried out in Media companies with different operating environment from public organization like NPS. Wakazi and Ogada (2020) evaluated the causal effect link between client's satisfaction and corporate branding among banks operating in Voi Town. Cross-sectional data sourced from one hundred and thirty-five study participants was analysed based on quantitative techniques. It was revealed that customer satisfaction was strongly explained by corporate branding. Wakazi and Ogada (2020) was carried in among banking firms hence study in public service and specifically in NPS is needed.

Kegoro et al. (2020) evaluated whether customer service delivery was influenced by brand personality among public universities in Kenya. The Cross-sectional research type was adopted to source data from the targeted eighty-four thousand nine hundred and thirty-one students distributed among thirty-one public universities. Three hundred and ninety-eight respondents were picked to participate in the study based on purposive sampling with respondents participating in filling questionnaires. Regression analysis showed that customer service delivery was explained by brand personality. Kegoro et al. (2020) focused on brand personality as an aspect of branding. Another study ought to be carried out examining other aspects of branding such as brand name to extend the breadth of the study.

Nana et al. (2019) investigated whether firm performance was explained by rebranding. The quantitative study sourced data from three hundred and seventy-two participants who further participated in filling questionnaires. The findings demonstrated that firm performance was strongly explained by rebranding. Further, firm performance was strongly linked to experience of consumers. Nana et al (2019) was limited nexus between firm performance and rebranding hence another study ought to be carried out on link between branding and service delivery in NPS in Kenya.

Felix and Wanjira (2022) examined whether customer brand awareness was explained by emotional branding in East African Breweries Limited (EABL) Kenya. The descriptive research type was adopted to source data from customers of EABL distributors in Nairobi selected based on stratified sampling where three hundred and fifty-five respondents were

involved in the study. Multiple regression was employed in data manipulation with findings showing that brand perception and awareness were strongly explained by emotional branding. Felix and Wanjira (2022) focused on effect of branding on customer brand perception and another study customer service delivery should be undertaken.

Muriithi and Thomas (2018) evaluated the nexus between brand awareness and rebranding at USIU. The descriptive research type targeted nine thousand and sixteen respondents. The sampling technique applied for this study was stratified random sampling method where 383 respondents were selected to fill structured questionnaires. The data analysed using qualitative methods showed that change in logo was critical in improving brand awareness. Muriithi and Thomas (2018) was a qualitative study that could not examine causal effect relationships besides is examined nexus between rebranding and brand awareness.

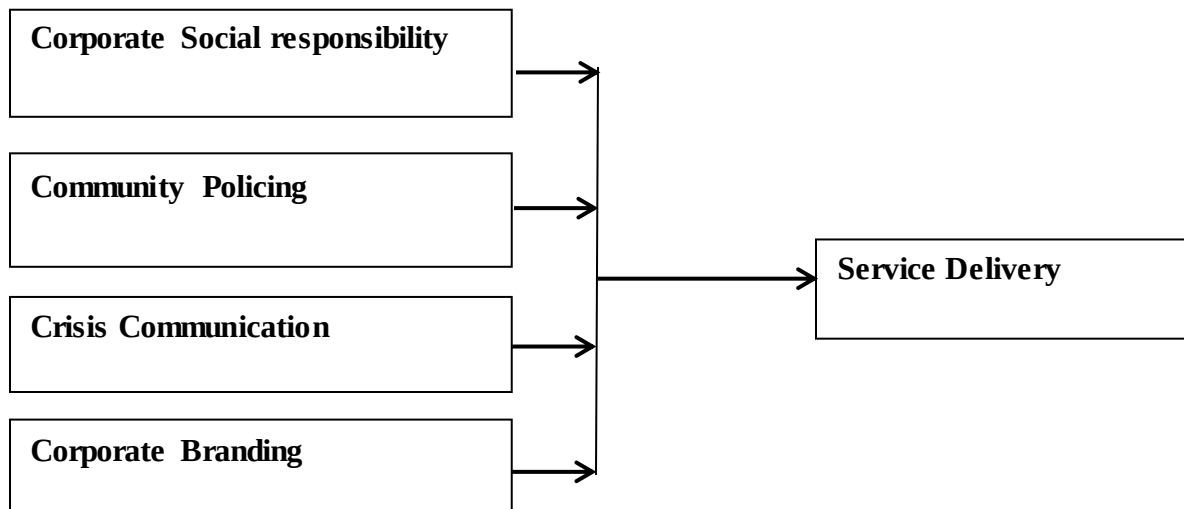
Muthoni (2018) evaluated whether customer satisfaction was explained by corporate branding among mobile service providers. The descriptive research type targeted mobile service providers operating in Kenya with data being sourced via questionnaires. Quantitative techniques were adopted in data manipulation with findings revealing strong explanatory power of corporate branding over customer satisfaction. Muthoni (2018) was undertaken in profit making organization and a study at NPS would improve findings applicability in public organizations.

2.4 Conceptual Framework

Conceptual framework is a diagrammatical presentation of the expected interaction between study variables. The study variables may include the independent variable, dependent variable and extraneous variables. Corporate reputation strategies including corporate social responsibility, Community Policing, crisis communication and corporate branding were the explanatory variables while service delivery was the outcome variable (Figure 2.2).

Figure 2. 2

Conceptual Framework



Independent Variable

Dependent Variable

Source: Researcher (2023)

2.4.1 Corporate Social Responsibility

Corporate Social Responsibility is a mechanism where firms self-regulate themselves by ensuring they adhere to ethical standards, laws and norms (Watuka, 2018). Refers to a firm's responsibility to bring a favourable impact and reduce unfavourable impacts to the society where it draws resources, information and labour and delivers its services and products. Park (2019) demonstrated that CSR activities enhanced customers' positive attitude and satisfaction. Further, Bianchi et al., (2018) revealed that CSR directly influenced corporate reputation and purchase intention. Watuka (2018) showed that public relations management has positive influence on strategy implementation and public image of the firm. Further, corporate social responsibility influences the success of strategy implementation.

2.4.2 Community Policing

Community Policing (CP) is a strategy of policing where the police institution collaborates with the public in a symbiotic relationship where public gives intelligence and police acts on the intelligence to offer security and fight crimes in the society (Williams et al., 2018). Karuri and Muna (2019) established that community policing was not effectively being used to fight crime. Adugna and Italemahu (2019) revealed that crime was prevented by community. Further, the study revealed that community policing structures suffered from inadequate resourcing. Okoro (2020) revealed ineffective community policing due to low public confidence in the Police.

2.4.3 Crisis Communication

Crisis communication is the exchange of information between a firm and its stakeholders immediately after a negative event leading to crisis (Fearn-Banks, 2007). Crisis communication happens during crisis to repair and improve firms' image that has been battered by stakeholders' allocation of responsibility. Crisis communication can help a firm defuse and deflect crisis as well as enhance reputation to a level beyond pre crisis levels. Hong and Cameron (2018) revealed that stakeholders attributed less responsibility to an organization when they read more positive comments online than vice versa. The study concludes that online comments on digital communication channels can lead to stakeholders allocating less or more responsibility to a firm after a crisis. Kima et al., (2019) revealed that the relationship between organization and its employees as well as disclosure of information was directly related to internal reputation.

2.4.4 Corporate Branding

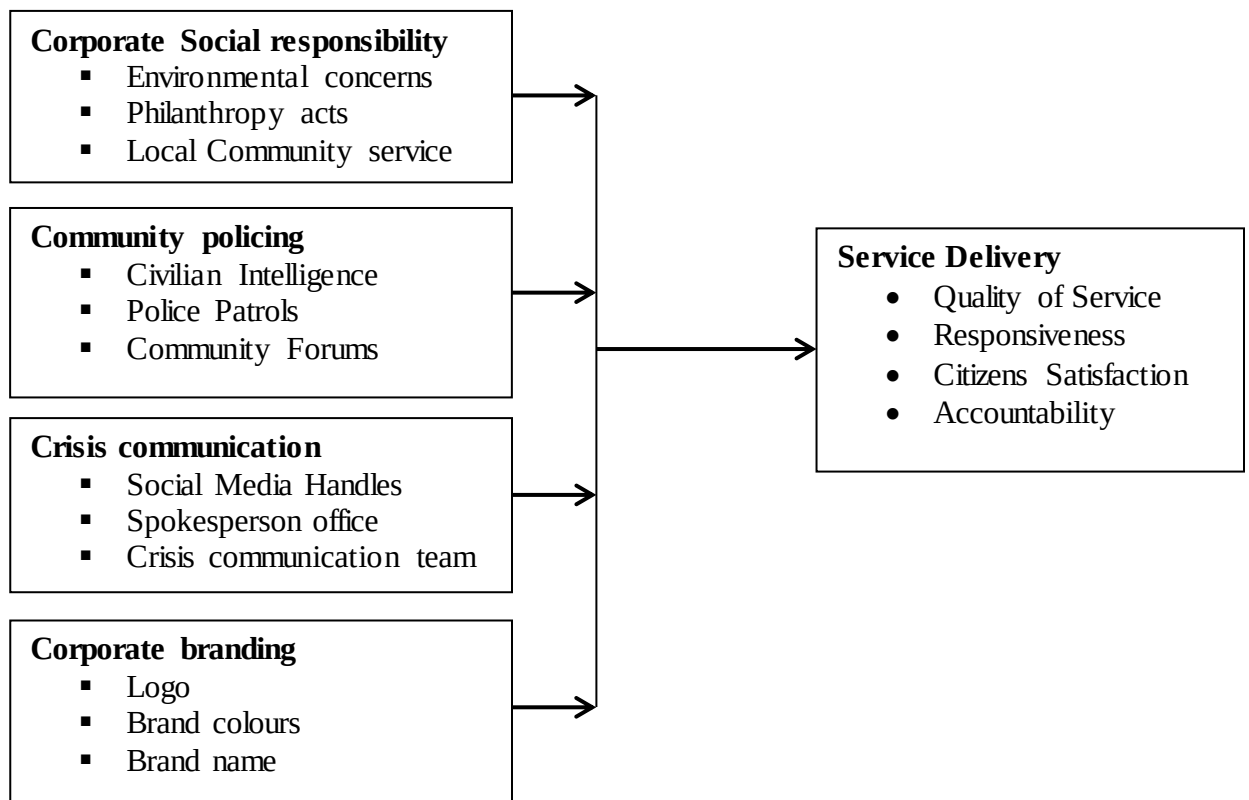
Marketing activity that involves positioning or repositioning of the services of an organization in the minds of the current and prospective clients. It is an endeavour to formulate a positive image of an organization and its market offering in the mind of existing and prospective clients using aspects such as product design, logo and mission statement. Kim and Chao (2019) examined whether brand experience influences purchase decisions in major brands revealing that brand image was critical in purchase decisions of consumers. Kote (2018) evaluated whether co-branded goods affect brand awareness and attitude to a brand revealing that customers co-branding directly enhances brand image and awareness.

2.5 Operationalization Framework

The study variables were operationalised as presented in Figure 2.3.

Figure 2. 3

Operationalization Framework



Independent Variable

Dependent Variable

Source: Researcher (2023)

The study expected a positive influence of corporate responsibility on service delivery. Corporate responsibility is expected to improve the perception of the public about police service hence enhanced reputation. When the public have positive perception about the police service, they are likely to seek for services readily hence improved service delivery. Community Policing was operationalised based on indicators such as Civilian Intelligence, Police Patrols and Community Forums. The study expected a positive association between Community Policing and service delivery. Community policing brings the police and the

public harmonious and collaborative resolution of security problems the society is facing. A police service that is actively involved with the community will tend to have a good reputation with the public leading to improved service delivery. Crisis communication was captured using indicators such as crisis communication team, Spokes Person office and Social Media Handles. During crisis that is threatening the image of the police service, the organization can adopt crisis communication to explain itself to the public through various channels. An improved communication during crisis has the likelihood of developing trust with the general public hence improving the image of the police service and enhancing service delivery. Corporate branding was captured using indicators such as brand name, brand colours and slogan. Branding activities are expected to enhance NPS reputation. Improved reputation resulting from branding should encourage the public to seek services from the NPS hence improved service delivery. The variables were operationalised in Table 2.1.

Table 2. 1

Operationalization of Study Variables

Variables	Indicators	Measurement scale
Independent Variables		
Corporate Responsibility	Social • Local Community service • Philanthropy Acts • Environment Concern	5-point Likert Scale
Community Policing	• Civilian Intelligence • Police Patrols • Community Forums	5-point Likert Scale
Crisis Communication	• Crisis communication team • Spokes Person office • Social Media Handles	5-point Likert Scale
Branding	• Brand Name • Brand Colours • Slogan	5-point Likert Scale
Dependent Variable		
Service Delivery	• Quality of Service • Responsiveness • Citizens Satisfaction • Accountability	5-point Likert Scale

2.6 Research Gap

Even though there exist a battery of studies on corporate reputational strategies and delivery of service, there are still knowledge gaps. First, studies have tended to examine different corporate reputational strategies in isolation hence the need for another study that comprehensively examines different corporate reputational strategies to establish how they jointly influence service delivery (Olorunsola et al., 2022; Park, 2019; Bhattacharya et al., 2020; Watuka, 2018; Okoro, 2020; Okanga., 2016). Secondly, most studies both globally and locally and have tended to be based on private sectors with few studies existing in public sectors especially in police service (Olorunsola et al., 2022; Anser et al., 2017; Muthoni & Kinyua, 2020; Kima et al., 2019; Bosire, 2019; Kim & Chao, 2019; Kote (2018). Thirdly, most studies have tended to link corporate reputational strategies with firm performance or customer purchase decisions with few studies directly linking corporate reputational strategies and service delivery (Olorunsola et al., 2022; Bianchi et al., 2018; Anser et al., 2017; Muthoni & Kinyua, 2020; Kote, 2018; Titi & Anang, 2018; Wakazi & Ogada, 2020; Nana et al., 2019). ‘This study sought to bridge knowledge gaps by examining the influence of corporate reputation strategies on service delivery in the NPS in Nairobi County, Kenya.’

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents techniques and tools to be employed in sourcing and analysis of relevant data regarding the association between corporate reputation strategies and service delivery. The chapter specifically presented the research design, target population, sample size, sampling procedure, research instruments, data collection procedure, piloting, data processing and analysis.

3.2 Research Design

The study adopted descriptive research design critical when examining the relationship between variables (Kothari, 2004). The design is critical when manipulating numeric data to establish the causal effect link between explanatory and outcome variable. This design allows the researcher to systematically infer causal relationships among the variables, within the context of generalizability, which pertains to the extent to which the findings can be applied to a broader population or various circumstances. The design aided the researcher in establishing nexus between corporate reputational and delivery of services at NPS. A research design is a blue print of how the researcher will go about in collecting and analysing data to test research hypotheses and make conclusions and generalization (Bloomfield & Fisher, 2019).

3.3 Target Population

The target population was 3000 police officers in fourteen (14) police stations within Nairobi County. The police stations included; Central, Buruburu, Kileleshwa, Jogoo Road, Embakasi, Kasarani, Kayole, Ruaraka, Kamukunji, Capital Hill, Kilimani, Starehe, and Muthaiga. Therefore, the police stations were the units of analysis with corporate reputation strategies and service delivery being examined at the police station level. The police officers at each of the 14 police stations formed the units of observation. The police officers were distributed in different departments. Therefore, the 3000 police officers in Nairobi County were distributed among the 14 police stations as shown in Table 3.1.

Table 3. 1*Target Population Distribution*

Group	Count	Percentage
Customer Care	308	10.2
Complains	320	10.6
Internal Affairs	345	11.5
Community policing	1059	35.3
Traffic	622	20.7
Criminal Investigation	346	11.5
Total	3000	100

The police officers at each station formed the units of observation. The police officers who are distributed in different departments were the unit of observation.

3.4 Sample Size

A sample is representative sub set of the general population that will be studied before generalization is made to the larger population (Webster, 1985). The research adopted formulae by Chaokromthong and Sintao (2021) to arrive at the sample size of the unit of observation (Police Officers) picked from the 3000 police officers distributed in 14 police stations in Nairobi County.

$$S = \frac{(X^2 * X) * NP(1-P)}{(d^2 * d)(N-1) + (X^2 * X) * P(1-P)},$$

‘Where S = Required Sample, X is normal distribution based on 95% confidence level taken at 1.96. N is the target population given by 3000. P is Population proportion taken at 0.5 and d is the margin of error taken at 0.08.’

$$S = \frac{(1.96 * 1.96) * 3000 * 0.5 * (1-0.5)}{(0.08 * 0.08)(3000 - 1) + (1.96 * 1.96) * 0.5 * (1-0.5)}$$

$$S = 142.9$$

$$S = 143$$

3.5 Sampling Procedure

The study adopted stratified random sampling in which the picking of the unit of observation from the target population involved segregating the target population into sub

groups after which members of sub groups were randomly selected to participate in the study. Using stratified random sampling, police officers in each police station were segregated into departments. The departments included customer care, complains, internal affairs, community policing, traffic and criminal investigation. After segregating the population into departments, the number of officers from each department to participate in the study were determined proportionately depending on their percentage distribution in the target population. The actual selection of 143 police officers from each department from all the 14 police stations was based on simple random sampling. The stratified random sampling is presented in Table 3. 2.

Table 3. 2

Sampling Distribution

Group	Count	Percentage	Sample
Customer Care	308	10.2	15
Complains	320	10.6	15
Internal Affairs	345	11.5	16
Community policing	1059	35.3	50
Traffic	622	20.7	30
Criminal Investigation	346	11.5	16
Total	3000	100	143

3.6 Research Instruments

Structured questionnaires in the form of 5-point Likert scale was adopted to source primary data for the study. The questionnaire is often preferred when sample size is large and resources are not adequate (Mugenda & Mugenda, 2003). The instrument was organised in sections. Part A collected demographic characteristics of prospective respondents. Part B to E collected specific information on corporate reputation strategies including corporate social responsibility, community policing, crisis communication and corporate branding. Finally, part F collected information on service delivery.

3.7 Data Collection Procedure

The researcher enlisted the services of three (3) research assistants who were trained on how to administer questionnaires two weeks before the actual data collection. The principal investigator contacted the police posts in Nairobi and identifies the respondent on

the day of the study. Further, the researcher explained the purpose of the study and informed the respondents about their rights in the study including existing the study if they wished to at any stage of the study. The questionnaires were self-administered to the respondents with minimal help from research assistants and principal investigator.

3.8 Pilot Testing

Pre study is a test study carried out on a smaller unit of respondents or subjects before the official study to examine the validity and reliability of tools used in data sourcing (Korthari, 2004). The questionnaire was piloted among 14 respondents who were picked from central police station in Nakuru town. Central Police station in Nakuru was picked based on the reasoning that Nakuru Town is also a city like Nairobi hence they share certain attributes of service delivery. Nakuru Central police station being the main station in Nakuru town, has aspects of corporate reputational strategies being implemented towards service delivery by NPS. The output of pre-study was utilized in fine tuning the research instruments before actual study.

3.8.1 Reliability

Reliability is the quality of data collection instruments to yield consistent results when a study is carried out repeatedly using same data collection tool among same study population (Roberts & Priest, 2006). Cronbach's Alpha was employed to examine the internal consistency of the questionnaire's items with value equal or greater than 0.7 being considered as reliable enough (Bonett & Wright, 2015). A Cronbach alpha equal or greater than 0.7 implies that the items measuring the underlying variable have a significant direct correlation among themselves.

3.8.2 Validity

Validity as used in research instruments implies the quality of the instrument's ability to collect relevant data that can help answer research questions and test research hypothesis (Heale & Twycross, 2015). Validity ensures that right instrument is used to measure the right data about variables. The opinion of the supervisor and other experts of strategic management and statistics were sought to evaluate whether the questionnaire to be adopted is valid hence depicting content validity. Further, the study examined construct validity of

the questionnaire. Construct validity refers to the extent to which a measurement tool or instrument accurately measures the theoretical construct or concept it is intended to measure. The construct validity was examined based on factor analysis of the data collected in pre study (Cooper & Schinder, (2007). Factor analysis is based on underlying variable inter- item correlation. Construct was said to be good if the p-value on the KMO and Bartlett's test is significant ($p < 0.05$) for each construct. The output of the validity examination was useful modifying the questionnaire encase it is found not to be valid.

3.9 Data Processing and Analysis

The quantitative data that was collected via the structured questionnaires were checked for completeness. The questionnaires were then coded and data keyed in to the 'Statistical Package for Social Sciences (SPSS) software version 23.' Thereafter, data was cleaned before analysis proceeded. Descriptive statistics in the form of frequency distribution, percentages, mean and standard deviation were adopted to describe study variables in isolation. Multivariate Regression analysis was then undertaken to examine whether corporate reputation strategies influence service delivery in NPS. The study adopted the regression model in equation [1].

$$SD = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \dots \dots \dots [1].$$

Where: SD is service delivery (Dependent variable)

X_1 is Corporate Social Responsibility

X_2 is Community Policing

X_3 is Crisis Communication

X_4 is Corporate Branding

β_0 is intercept term

$\beta_1, \beta_2, \beta_3$ and β_4 are betas the explanatory variables

ϵ is the residual term.

3.10 Diagnostic Tests

The study examined linear regression model assumptions to ensure that the model used in data analysis is robust and suitable. The key assumptions examined included multicollinearity, normality and linearity.

3.10.1 Multicollinearity Assumption

Multicollinearity is the assumption that explanatory variables are not highly correlated among themselves. High multicollinearity implies that the coefficient of determination and betas are inflated and misleading (Mugenda & Mugenda, 2012). The study adopted variance inflation factor (VIF) to examine multicollinearity such that VIF values lower than 10 implied low multicollinearity.

3.10.2 Normality Assumption

Normality is the regression assumption that sample characteristics such as mean, median and mode are not significantly different from population characteristics such as mean, median and mode. Normal data exhibits normal distribution such that mean equals median and mode. The study adopted normal probability plot (PP) of regression standardised residuals where the data points should be spread along the normal probability plot line. Further, the study adopted Shapiro -Wilk Test where p-values greater than 0.05 implied normal data as regards the individual constructs.

3.10.3 Linearity Assumption

Linearity assumption is another critical assumption of regression analysis such that the explanatory variables and the outcome variables show linear relationship. The study adopted the coefficient of determination to determine linearity where the higher the value, the more linear the nexus between explanatory and outcome variables.

3.10.4 Homoscedasticity Assumption

The study also examined homoscedasticity assumption. Ordinary least squares models assume that the error term of the model demonstrates constant variance hence homoscedasticity (Kothari, 2004). If the error terms are not constant, the heteroscedasticity results. The study adopted scatter plot where the residuals should be randomly and evenly

distributed along the line of best fit and should not depict any pattern of increase or decrease implying inconsistency.

3.10.5 Autocorrelation Assumption

Autocorrelation in regression occurs when the errors (residuals) of a regression model are correlated with each other over time or across observations. This violates one of the assumptions of ordinary least squares (OLS) regression, which assumes that the errors are independent of each other (Kothari, 2004). Autocorrelation can lead to biased coefficient estimates in regression analysis. When the errors are correlated, the OLS estimators may be inefficient and inconsistent, meaning they do not converge to the true population parameters as the sample size increases. The study adopted the Durbin-Watson test to detect the presence of autocorrelation in the residuals of a regression model. The test statistic ranges between 0 and 4. A value close to 2 indicates no autocorrelation (i.e., the residuals are independent), while values significantly different from 2 suggest the presence of autocorrelation (Mugenda & Mugenda, 2012).

3.11 Hypotheses Testing

The study was based on null hypothesis (H_{01} , H_{02} , H_{03} and H_{04}). The hypotheses were tested using regression where p-value generated in regression coefficient table was used to test individual hypothesis. When the p-value is less than 0.05 level of significance, then the hypothesis is rejected implying that the independent variable has a significant effect on service delivery. However, if the p-value is greater than 0.05 level of significance, then it implies that the hypothesis was rejected and the independent variable has not significant influence on service delivery. The hypotheses test is shown in Table 3.3.

Table 3. 3

Hypotheses Testing

Hypotheses	T -statistics	P-value	Conclusion
H_{01} : 'Corporate social responsibility has no significant influence on service delivery in the National Police Service in Nairobi County.'	$t > \pm 1.96$	$P < .05$	Reject null hypothesis
	$t < \pm 1.96$	$P > .05$	Do not reject null hypothesis

H₀₂: Community policing has no significant influence on service delivery in National Police Service in Nairobi County.	$t > \pm 1.96$	$P < .05$	Reject null hypothesis
	$t < \pm 1.96$	$P > .05$	Do not reject null hypothesis
H₀₃: Crisis communication has no significant influence on service delivery in National Police Service in Nairobi County.	$t > \pm 1.96$	$P < .05$	Reject null hypothesis
	$t < \pm 1.96$	$P > .05$	Do not reject null hypothesis
H₀₄: Corporate branding has no significant influence on service delivery in National Police Service in Nairobi County.	$t > \pm 1.96$	$P < .05$	Reject null hypothesis
	$t < \pm 1.96$	$P > .05$	Do not reject null hypothesis

3.11 Ethical Consideration

Principal investigator ensured the investigation meets various ethical requirements of research. First, research permit was obtained from National Commission of Science Technology and Innovation (NACOSTI). The study also required informed consent of the respondents before they participated in the study. The researcher also ensured privacy and confidentiality by not collecting data that could be linked to an individual respondent. The study also used codes to represent individual respondents in the study and information collected were stored in computer with restrictions only accessible to principal investigator. Further, the researcher ensured that all materials used in the study were appropriately attributed to their authors and sources to avoid the issue of plagiarism. The hard copies of filled questionnaires were destroyed through shredding after the thesis was accepted by the university and the student allowed approved to graduate.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The section provides an overview of the data analysis, interpretation, and discussion. The research aimed to investigate the impact of corporate reputation strategies on service delivery within the police service in Nairobi County. A questionnaire was utilized to gather the necessary data for the study. Additionally, both descriptive and inferential statistics were employed and are detailed in the following sections.

4.2 Response Rate, Reliability and Validity

4.2.1 Response Rate

The research distributed 143 questionnaires to participants, with 129 being completed and returned (Table 4.1). This resulted in a response rate of 90.2%, which was deemed satisfactory. Mugenda and Mugenda (2009) recommended a response rate of at least 70% for survey research. Further, Babbie (1990) suggested that 50% is the minimum response rate for analysis, 60% is considered good, and 70% or above is very good. The study was able to get high response rate by following up the progress of questionnaire filling through phone calls and email reminders.

Table 4. 1

Response Rate

Questionnaires	Count	Percentage
Adequately filled	129	90.2
Unreturned	14	9.8
Total Issued	143	100.0

4.2.2 Reliability

Cronbach's Alpha was employed to examine the internal consistency of the questionnaire's items with value equal or greater than 0.7 being considered as reliable enough (Bonett &

Wright, 2015). A Cronbach alpha equal or greater than 0.7 implies that the items measuring the underlying variable have a significant direct correlation among themselves

Table 4. 2

Cronbach Alpha

Variable	Cronbach's Alpha	N of Items	Conclusion
Corporate Social Responsibility	0.846	6	Reliable
Community Policing	0.803	6	Reliable
Crisis Communication	0.719	6	Reliable
Corporate Branding	0.773	6	Reliable
Service Delivery	0.871	8	Reliable

The findings (Table 4.2) revealed that the instrument used in sourcing data was reliable with all Cronbach alpha being greater than 0.7. The Cronbach alpha for corporate social responsibility was .846, community policing was .803, crisis communication was .719, corporate branding was .773 and service delivery was .871. All the Cronbach alphas were higher than the threshold of 0.7 hence the structured questionnaire used in the analysis was reliable for data collection.

4.2.3 Validity

The study examined construct validity based on factor analysis of the data collected in pre study (Cooper & Schinder, (2007). Factor analysis is based on underlying variable inter-item correlation. Construct was said to be good if the p-value on the KMO and Bartlett's test is significant ($p < 0.05$) for each construct.

Table 4. 3

KMO and Bartlett's test for Validity

Construct	Approx. Chi-Square	d.f	Sig.
Corporate Social Responsibility	439.245	15	.000
Community Policing	301.189	15	.000
Crisis Communication	267.474	15	.000
Corporate Branding	286.163	15	.000
Service Delivery	530.049	28	.000

The findings presented in Table 4.3 showed p value for corporate social responsibility was .000, p-value for Community Policing was .000, p value for crisis communication was .000, the p-value for corporate branding was .000 and the p-value for service delivery was .000. Therefore, all the constructs had a p-value lower than 0.05 hence the questionnaire was considered to have a good contract validity.

4.3 Demographic Information

The researcher generated demographic information from the questionnaires to establish the distribution of the respondents in terms of variables such as gender, department, age, experience as presented in Table [4.4 - 4.6].

Table 4. 4

Gender of the Respondents

Variable	Category	Frequency	Percent
Gender	Female	41	31.8
	Male	82	63.6
	Prefer not to say	6	4.7
	Total	129	100

The study evaluated the distribution of respondents in terms of gender where key gender indicators were male, female and prefer not to say. Majority (Table 4.4) of the respondents were males (63.6%), followed by females (31.8%) and finally those who preferred not to state their gender (4.7%). Generally, it was evident that most respondents were males given the relatively high number being absorbed in the security sector. However, females were also a third of the total respondents hence both genders were adequately presented in the study.

Table 4. 5*Department*

Variable	Category	Frequency	Percent
Department	Customer Care	26	20.2
	Complaints	7	5.4
	Traffic	28	21.7
	Community Policing	2	1.6
	Internal Affairs	2	1.6
	Criminal Investigation	60	46.5
	General Duties	4	3.1
	Total	129	100

The study examined the distribution of the respondents in terms of the department where they were attached in the different police stations within Nairobi County, Kenya (Table 4.5). The departments included customer care, complains, traffic, community policing, internal affairs, criminal investigations and general duties. The findings revealed that majority (46.5%) of the respondents were form criminal investigation department, followed by traffic at 21.7%, customer care at 20.2%, complains at 5.4%, general duties at 3.1%, community policing and internal affairs at 1.6% each. The findings showed that all the departments were fairly represented in the study and thus the observation regarding the effect of corporate reputational strategies on service delivery in police service was representative and fair.

Table 4. 6*Age of the Respondents*

Variable	Category	Frequency	Percent
Age	‘20-29 years	26	20.2
	30-39 years	61	47.3
	40-49 Years	35	27.1
	50 years and above.’	7	5.4
	Total	129	100

Data on the age of the respondents was also sourced using the questionnaires. The respondents were categorised into four age groups including 20-29 years, 30-39 years, 40-

49 Years and 50 years and above (Table 4.6). The study revealed that 47.3% were aged 30 to 39 years, 27.1% were aged 40 to 49 years, 20.2% were aged 20-29 years and finally 5.4% were aged 50 years and above. It was evident that majority of the respondents were aged between 30 and 49 years.

Table 4. 7

Experience of the Respondents

Variable	Category	Frequency	Percent
Experience	1 year and below	11	8.5
	2-4 years	5	3.9
	5-10 years	47	36.4
	10 years and above	66	51.2
	Total	129	100

The final demographic variable examined was experience of the respondents working in National Police Service of Kenya. The variable experience level was grouped into four categories including 1 year and below, 2-4 years, 5-10 years and 10 years and above. The findings (Table 4.7) revealed that 51.2% had worked in NPS for 10 years and above, 36.4% had worked in NPS for between 5-10 years, 8.5% had worked in NPS for 1 year and below and finally 3.9% had worked in NPS for between 2-4 years. The findings generally shows that most of the respondents had worked in NPS for 5 years and above hence were therefore highly experienced in carrying out their duties of service delivery to the Kenyan population residing in Nairobi County, Kenya.

4.4 Descriptive Analysis of Study Variables

The study sought to evaluate the distribution of responses on the study variables including corporate social responsibility, community policing, crisis communication and branding forming the corporate reputational strategies.

4.4.1 Corporate Social Responsibility

The study evaluated the distribution of responses on the statements measuring corporate social responsibility as practised in various police stations in Nairobi County, Kenya. The study adopted frequency distribution, percentages, mean and standard deviation in examining data collected on the variable Corporate Social Responsibility as presented in

Table 4.8. The statement that police station treats those apprehended in its cells with dignity they deserve was supported by 117 (90.7%) of the respondents against 12(9.3%) who were either undecided or disagreed. Further, the mean response score (M=4.61) nearing strong agreement implied that generally the respondents were of the opinion that their police station treated their clients with dignity they deserve. The standard deviation showed that individual responses were spread around the mean response by about 0.84 units hence responses were narrowly distributed around the statement.

Table 4. 8

Corporate Social Responsibility

Statements on Corporate Social Responsibility		SD	D	N	A	SA	Mean	S. Dev
Police station treats those apprehended in its cells with dignity they deserve	Freq	3	1	8	18	99	4.61	0.84
	%	2.3	0.8	6.2	14	76.7		
Police station show concern for environment by participating in activities such as tree planting and community cleaning exercises	Freq	10	8	6	47	58	4.05	1.20
	%	7.8	6.2	4.7	36.4	45		
Police station participates in service weeks organised by the government	Freq	15	9	14	45	46	3.77	1.33
	%	11.6	7	10.9	34.9	35.7		
Police station participates in random philanthropy acts to those in need where it is located	Freq	16	9	17	60	27	3.53	1.24
	%	12.4	7	13.2	46.5	20.9		
Police station offers business to local community for goods and services it needs	Freq	21	30	20	13	45	3.24	1.53
	%	16.3	23.3	15.5	10.1	34.9		
Police station has a budget vote head towards community services	Freq	31	22	18	27	31	3.04	1.52
	%	24	17.1	14	20.9	24		
Aggregate Mean							3.71	1.28

The statement that the police station show concern for environment by participating in activities such as tree planting and community cleaning exercises was supported by 105 (81.4%) respondents against 18(13.9%) who disagreed and 6(4.7%) who were indifferent to the statement. The mean response score (M=4.05) of agreement implied that, the police

stations in Nairobi County were environmentally conscious as depicted by their participation in various programs such as tree planting. The standard deviation (S.Dev. =1.20) showed that individual responses were slightly widely distributed away from mean responses. The study also established that the police stations participate in service weeks organised by the government as evidenced by 91(70.5%) of the respondents who agreed with the statement. However, 38(29.5%) had contrary perception implying a sizable number of police stations in Nairobi County were not participating in service weeks organised by the government. Further, the mean response score (M= 3.77) with a slightly dispersed responses (S. Dev= 1.33) tended to agreement implying that a sizable number of respondents were either in disagreement or indifferent to participation of police stations in service weeks organised by the government.

The statement that police stations participate in random philanthropy acts to those in need where they were located was supported by 87(67.4%) against 42 (32.6%) who were of contrary opinion implying that a sizable number of police stations did not participate in philanthropic activities. Moreover, the mean response score (M= 3.53) and standard deviation (S.Dev. = 1.24) tended to agreement meaning that indeed a sizable number of police stations in Nairobi County were not participating in philanthropic acts in communities where they were located.

The findings showed that police station tended not to offer business to local community for goods and services it needs as evidenced by 71 (55%) who disagreed or were indifferent to the statement against 58(45%) who agreed with the statement. The findings implies that police stations in Nairobi County tended not to give business to the local community in terms of supply of goods and services it needs. Moreover, the mean response score (M=3.24) and standard deviation (S.Dev. = 1.53) tended to indifference as regards police stations offering business to local community.

The statement that the respective police stations had a budget vote head towards community services was not supported by the majority of the respondents as evidenced by 71 (55%) who disagreed or neutral to the statement against 58(45%) who agreed with the statement. Further, mean score (M=3.04) near neutral meaning that, generally the respondents were of the opinion that their police stations had almost no budget towards

community service. The neutral response implies that some police stations had a budget towards community service while others did not have. The standard deviation showed that individual responses were spread around the mean response by about 1.52 implying that responses on the statement were widely distributed.

4.4.2 Community Policing

The study evaluated the distribution of responses on the statements measuring community policing as practised in various police stations in Nairobi County, Kenya. The study adopted frequency distribution, percentages, mean and standard deviation in examining data collected on the variable community policing as presented in Table 4.9.

Table 4.9

Community Policing

Statements on Community Policing		SA	A	N	A	SA	Mean	S. Dev
Your police station participates in police patrols in the local community where it is located	Freq	1	0	2	29	97	4.71	0.58
	%	0.8	0.0	1.6	22.5	75.2		
Your police station has patrol bases reporting to it	Freq	1	0	2	41	85	4.61	0.60
	%	0.8	0.0	1.6	31.8	65.9		
Your police station frequently collects intelligence from the local community	Freq	1	0	9	37	82	4.54	0.70
	%	0.8	0.0	7	28.7	63.6		
The police station participates in community forums	Freq	1	6	11	53	56	4.17	1.00
	%	0.8	4.7	8.5	41.1	43.4		
You have been trained on community policing	Freq	3	10	25	23	68	4.11	1.11
	%	2.3	7.8	19.4	17.9	52.7		
Your police station has community policing department	Freq	14	12	12	50	41	3.70	1.30
	%	10.9	9.3	9.3	38.7	31.8		
Aggregate Mean							4.31	0.88

The statement that respective police stations participate in police patrols in the local community where they are located as shown by 126(97.7%) who supported the statement against 3(2.3%) who had contrary observation. Moreover, mean score (M=4.71) tended to strong agreement meaning that all the police stations studied actively participated in community policing via means such as patrols. The standard deviation showed that

individual responses on the statement were spread around the mean response by about 0.58 units hence responses were narrowly distributed around the statement.

Majority of the respondents supported the statement that respective police station had patrol bases reporting to them as evidenced by 126 (97.7%) who agreed with the statement against 3 (2.3%) who had contrary opinion. Further, the mean response score ($M=4.61$) and a narrow standard deviation ($S.Dev. = 0.60$) that tended to strong agreement implied that the police stations in Nairobi County had police patrol bases attached to them for supporting community policing activities in estates in Nairobi.

The statement that respective police stations participate in police patrols in the local community where they are located as shown by 126 (97.7%) who supported the statement against 3 (2.3%) who had contrary observation. Moreover, mean score ($M=4.71$) tended to strong agreement meaning that all the police stations studied actively participated in community policing via means such as patrols. The standard deviation showed that individual responses on the statement were spread around the mean response by about 0.58 units hence responses were narrowly distributed around the statement.

Majority of the respondents supported the statement that respective police station had patrol bases reporting to them as evidenced by 126 (97.7%) who agreed with the statement against 3 (2.3%) who had contrary opinion. Further, the mean response score ($M=4.61$) and a narrow standard deviation ($S.Dev. = 0.60$) that tended to strong agreement implied that the police stations in Nairobi County had police patrol bases attached to them for supporting community policing activities in estates in Nairobi.

The statement that respective police stations frequently collect intelligence from the local community was supported by 119 (92.2%) who agreed with the statement against only 10 (7.8%) who either disagreed or were indifferent. Further, the mean response score ($M=4.54$) and narrow standard deviation ($S.Dev. = 0.70$) tended to strong agreement implying that the police stations in Nairobi County were often collecting intelligence from the local community.

Most respondents were also of the observation that the police stations participate in community forums as depicted by 109 (84.4%) who agreed with the statement against

20(15.6%) who had contrary perception. Further, the mean response score ($M=4.17$) and slightly wider standard deviation ($S.Dev. 1.00$) showed that indeed, the police stations participated in community forums that are often aimed at enhancing the police and civilian population relationship.

The study also sought to establish whether the police officers in various police stations had been trained on community policing to which 91(70.5%) reported that they had been trained on against 38(29.5%) who reported not have been trained on community policing. The findings shows that a sizable number of police officers attached to various police stations had not been trained on community policing. Moreover, the mean response score ($M=4.11$) tended to agreement.

The statement that respective police stations have community policing department was supported by 91(70.5%) against 38(29.5%) who were of contrary observation. Further, the mean score ($M=3.70$) nearing agreement meant not all police stations had active community policing department. Even though the station participated in some form of community policing, some stations did not have well defined community policing department. The standard deviation revealed that individual responses were spread around the mean response by about 1.30 units implying that responses on the statement were slightly widely distributed.

4.4.3 Crisis Communication

The research examined the distribution of responses on the statements measuring crisis communication as practised in various police stations in Nairobi County, Kenya. The study adopted frequency distribution, percentages, mean and standard deviation in examining data collected on the variable crisis communication as presented in Table 4.10. The statement that respective police stations had an officer on duty to receive distress calls from members of the public was supported by 114 (88.4%) against 15 (11.6%) who either disagreed or were indifferent. Moreover, mean score ($M=4.47$) tending to strong agreement implied that most police stations studied tended to have dedicated officer to emergency call from members of the public in need of help. The standard deviation showed that individual responses on the statement were spread around the mean response by about 0.96 hence responses were narrowly distributed around the statement.

The statement that respective police stations have trained police officers on handling crisis was supported by 117(90.7%) of the respondents against 12 (9.3%) who either disagreed or were undecided. Further, the mean response score (M=4.40) and standard deviation (S.Dev. = 0.76) tended to strong agreement. The findings therefore implied that majority of police stations in Nairobi County had trained their staff who were in charge of crisis communication.

Table 4. 10

Crisis Communication

Statements on Crisis Communication		SD	D	N	A	SA	Mean	St. Dev
Police station has an officer on duty to receive distress calls from members of the public	Freq	2	9	4	22	92	4.47	0.96
	%	1.6	7	3.1	17.1	71.3		
Police station has trained police officers on handling crisis.	Freq	2	0	10	50	67	4.40	0.76
	%	1.6	0.0	7.8	38.8	51.9		
Police station has a working hot number where those in distress can reach the station	Freq	11	13	5	25	75	4.09	1.34
	%	8.5	10.1	3.9	19.4	58.1		
Police station has designated officer who acts as public relations officer	Freq	12	16	15	38	48	3.73	1.33
	%	9.3	12.4	11.6	29.5	37.2		
Police station has a crisis communication committee to handle crisis situations in community	Freq	8	21	34	41	25	3.42	1.16
	%	6.2	16.3	26.4	31.8	19.4		
Police station has social medial account like twitter and Facebook	Freq	62	22	12	10	23	2.33	1.55
	%	48.1	17.1	9.3	7.8	17.8		
Aggregate Mean							3.74	1.18

Majority of the respondents supported the statement that the police stations had a working hot number where those in distress can reach the station as evidenced by 100 (77.5%) agreeing against 29(22.5%) who had contrary opinion. There were a sizable number of respondents who had contrary opinion implying that even though most police stations had hot number for distress calls, there were other who do not have such services. Further, the mean response score (M= 4.09) and standard deviation (S.Dev. = 1.34) tended to strong agreement implying that some police stations did not have working hot numbers.

The statement that respective police stations had a designated officer who acts as public relations officer was supported by 86 (66.7%) against 43 (33.3%) who either disagreed or were indifferent. Further, the mean response score ($M = 3.73$) and standard deviation ($S.Dev. = 1.33$) tended to agreement implying that there was a good number of police stations in Nairobi County that did not have designated public relations officer to handle crisis communication matters.

The statement that respective police stations have a crisis communication committee to handle crisis situations in community was supported by about a half of the respondents (51.2%) with the remaining 48.8% of the respondents having contrary opinion. The findings implies that about half of the police stations in Nairobi County did not have crisis communication committees to handle crisis communication. Moreover, the mean response score ($M = 3.42$) and standard deviation ($S.Dev. = 1.16$) tended to neutral.

The statement that respective police stations had social medial account like twitter and Facebook was supported by only 33(25.6%) of the respondents with the rest (74.4%) holding contrary opinion. Further, the mean response score ($M = 2.33$) nearing disagreement with statement meaning the individual police stations did not have social media accounts to help them connect easily with the local population in need of their services. The standard deviation revealed that individual responses were spread around the mean response by about 1.55 implying that responses on the statement were widely distributed around the mean response score.

4.4.4 Corporate Branding

The research examined the distribution of responses on the statements measuring branding as practised in various police stations in Nairobi County, Kenya. The study adopted frequency distribution, percentages, mean and standard deviation in examining data collected on the variable branding as presented in Table 4.11. The statement that the slogan ‘utumishi kwa wote’ is clearly spelt out at the police stations in painting and documents was supported by 124 (96.1%) of the respondents against 5(3.9%) who either disagreed or were undecided. Further, the mean score ($M = 4.78$) tending to strong agreement implied that almost all the police stations studied had a had clearly displayed the slogan of the NPS in painting and in documents. The standard deviation showed that individual responses on

the statement were spread around the mean response by about 0.57 hence responses were narrowly distributed around the statement. Majority of the respondents noted that the police stations have a sign post directing members of the public to the station as shown by 126 (97.7%) who supported the statement against 3(2.3%) who either disagreed or were undecided. The mean responses score (M=4.77) and a narrow standard deviation (S.Dev. = 0.6) tended to strong agreement implying that almost all of the police stations studied in Nairobi County had a sign post directing members of the public to the station for various services.

Table 4. 11

Corporate Branding

Statements on Branding		SD	D	N	A	SA	Mean	St. Dev.
The slogan 'utumishi kwa wote' is clearly spelt out at the police station in painting and documents.	Freq	1	0	4	16	108	4.78	0.57
	%	0.8	0.0	3.1	12.4	83.7		
Police station has a sign post directing members of the public to the station	Freq	2	0	1	19	107	4.77	0.61
	%	1.6	0.0	0.8	14.7	83		
Police station has been painted with the brand colours of the NPS	Freq	1	0	1	27	100	4.74	0.55
	%	0.8	0.0	0.8	20.9	77.5		
Police station has the Brand Name 'National police service' spelt out clearly in paints and documents.	Freq	3	2	8	26	90	4.53	0.87
	%	2.3	1.6	6.2	20.2	69.8		
The police slogan is easy to remembers for police officers	Freq	10	5	12	23	79	4.20	1.23
	%	7.8	3.9	9.3	17.8	61.3		
The police officers like the colour of their uniform	Freq	53	8	6	27	35	2.83	1.72
	%	41.1	6.2	4.7	21	27.1		
Aggregate Mean							4.31	0.93

Almost all respondents were in agreement that police stations have been painted with the brand colours of the NPS as shown by 127(98.4%) agreeing against 2(1.6%) who had contrary perception. Further, the mean response score (M=4.74) and narrow standard deviation (S.Dev. =0.55) were nearing strong agreement. The findings means that police stations in Nairobi County were painted with recommended colours by the NPS.

The statement that police stations have the Brand Name 'National Police Service' spelt out clearly in paints and documents was supported by 116 (90%) against 13(10%) who had contrary opinion. Further, the mean response score ($M = 4.53$) and a narrow standard deviation ($S.Dev. = 0.87$) that tended to strong agreement implied that almost all police stations in Nairobi County had the name of the NPS spelt out in documents and paints.

The statement that police officers like the colour of their uniform was supported by only 62(48%) with the rest either disagreeing or indifferent. Further, the mean score ($M = 2.83$) nearing disagreement with statement meaning the individual police officers did not like the colour of the new police uniforms introduced to them. This dislike of the colour of new uniform could affect their service delivery to the general population. The standard deviation revealed that individual responses were spread around the mean response by about 1.72 implying that responses on the statement were widely distributed around the mean response score.

4.4.5 Service Delivery

The research also evaluated the distribution of responses on the statements measuring service delivery level in various police stations in Nairobi County, Kenya. The study adopted frequency distribution, percentages, mean and standard deviation in examining data collected on the dependent variable service delivery as presented in Table 4.12. The statement that respective police stations processes those to be released on cash bail within set time limit was supported by 128(99.2%) who agreed with the statement. The mean score ($M = 4.69$) tending to strong agreement implying that all the police stations studied did not hold accused persons longer than is required by the law before as regards release on cash bail. The standard deviation showed that individual responses on the statement were spread around the mean response by about 0.56 hence responses were narrowly distributed around the statement.

Table 4. 12*Service Delivery*

Statements on Service Delivery		SD	D	N	A	SA	Mean	SD
Police station processes those to be released on cash bail within set time limit	Freq	1	0	0	36	92	4.69	0.56
	%	0.8	0.0	0.0	27.9	71.3		
The officers at the station are accountable to the OCS	Freq	1	2	4	27	95	4.65	0.69
	%	0.8	1.6	3.1	20.9	73.6		
Police station responds fast to distress calls made by the public	Freq	1	0	7	28	93	4.64	0.66
	%	0.8	0.0	5.4	21.7	72.1		
The station is known for offering quality services to the members of the public	Freq	1	2	2	46	78	4.53	0.69
	%	0.8	1.6	1.6	35.7	60.5		
The local community is happy about services offered by the police station	Freq	1	0	8	51	69	4.43	0.68
	%	0.8	0.0	6.2	39.5	53.5		
Police officers at the customer service have been trained on service customer care	Freq	6	1	6	49	67	4.32	0.96
	%	4.7	0.8	4.7	38	51.9		
Police station fast track those apprehended to appear in court on time	Freq	1	2	24	43	59	4.22	0.86
	%	0.8	1.6	18.6	33.3	45.7		
Station has service charters clearly legible to members of the public	Freq	3	21	24	37	44	3.76	1.16
	%	2.3	16.3	18.6	28.7	34.1		
Aggregate Mean							4.41	0.78

The statement that officers at the station are accountable to the OCS at the station was supported by 122(94.6%) of the respondents against 7(5.4%) who had contrary opinion. The mean response score (M= 4.65) and a narrow standard deviation (S.Dev. =0.69) was nearing strong agreement on the 5-point Likert scale implying that almost all police stations in Nairobi County had officers being accountable to the OCS in matters command that translates to service provision.

Majority of the respondents were of the opinion that police station responds fast to distress calls made by the public as evidenced by 121(93.8%) who agreed with the statement against 8(6.2%) who either disagreed or were undecided. Further, the mean response score (M= 4.64) and a narrow standard deviation (S.Dev. = 0.66) tending to strong agreement

implied that most of the police stations in Nairobi County responded in time to distress calls by the public.

The respondents also tended to note that police stations are known for offering quality services to the members of the public as evidenced by 124(96.1%) against 5(3.9%) who had different opinion. Further, the mean responses score ($M = 4.53$) and narrow standard deviation ($S.Dev. = 0.69$) tended to strong agreement meaning that most police stations in Nairobi County were offering quality services to the public in areas where they are located.

The study also examined the level of agreement with the statement that the local community is happy about services offered by the police station. The findings showed that 120(93%) of the respondents supported the statement against 9(7%) who had contrary opinion. Further, the mean responses score ($M = 4.43$) was nearing agreement accompanied by narrow standard deviation ($S.Dev. = 0.68$) implied that the community and the estates where the police stations were located were happy with their services.

The statement that police officers at the customer service have been trained on service delivery and customer care was supported by 116(90%) of the respondents against only 13 (10%) who differed with the statement. Further, the mean response score ($M = 4.32$) and standard deviation ($S.Dev. = 0.96$) tending to agreement implied that most police stations in Nairobi County had trained their officers handling the public on customer service delivery.

The study also noted that respective station had service charters clearly legible to members of the public as evidenced by 102(79%) who supported the statement against 27(21%) who had contrary opinion. Moreover, mean score ($M = 3.76$) nearing agreement. This finding implies that majority of police stations in Nairobi County had clearly spelt out service delivery charter. However, a few police stations did not clearly place the service charter in points where the public could easily see and read. The standard deviation revealed that individual responses were spread around the mean response by about 1.16 units implying that responses on the statement were moderately distributed around the mean response score.

4.5 Diagnostic Tests

The study also examined linear regression model assumptions to ensure that the model used in data analysis is robust and suitable. The key assumptions examined included multicollinearity, normality, linearity and homoscedasticity.

4.5.1 Multicollinearity

High multicollinearity implies that the coefficient of determination and betas are inflated and misleading (Mugenda & Mugenda, 2012). The study adopted Variance Inflation Factor (VIF) to examine multicollinearity such that VIF values lower than ten imply low multicollinearity. The finding (Table 4.13) revealed that all the VIF values were lower than 10 hence it was concluded that the model used in parameter estimation did not suffer from problem of multicollinearity among explanatory variables. The Ordinary Least squares regression model was thus suitable for estimating the coefficients.

Table 4. 13

Variance Inflation Factor Test for Multicollinearity

Variable	Tolerance	VIF
Corporate Social Responsibility	0.46	2.14
Community Policing	0.49	2.01
Crisis Communication	0.64	1.55
Branding	0.83	1.19

4.5.2 Autocorrelation

Autocorrelation in regression occurs when the errors (residuals) of a regression model are correlated with each other over time or across observations. This violates one of the assumptions of ordinary least squares (OLS) regression, which assumes that the errors are independent of each other. Autocorrelation can lead to biased coefficient estimates in regression analysis. When the errors are correlated, the OLS estimators may be inefficient and inconsistent, meaning they do not converge to the true population parameters as the sample size increases. The study adopted the Durbin-Watson test to detect the presence of autocorrelation in the residuals of a regression model. The test statistic ranges between 0 and 4. A value close to 2 indicates no autocorrelation (i.e., the residuals are independent),

while values significantly different from 2 suggest the presence of autocorrelation. The finding presented in Table 4.14 showed that the Durbin-Watson test statistic was closure to 2 hence autocorrelation was not a problem in the model.

Table 4. 14

Durbin-Watson

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.783 ^a	.613	.601	.36714	1.953

4.5.2 Normality

Normal data exhibits normal distribution such that mean equals median and mode. The study adopted Kolmogorov-Smirnova and Shapiro-Wilk test to examine the normality of the explanatory and dependent variables used in the study. The findings presented in Table 4.15 showed that all the variables with the exception community policing were normal given p-values lower higher than 0.05 on the Shapiro -Wilk Test. The study thus concluded that the data on the variables were normally distributed.

Table 4. 15

Normality Test

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
CSR	.094	129	.077	.969	129	.051
CP	.099	129	.051	.950	129	.032
CC	.053	129	.200*	.980	129	.185
CB	.088	129	.082	.972	129	.052
SD	.067	129	.200*	.985	129	.371

*. 'This is a lower bound of the true significance.

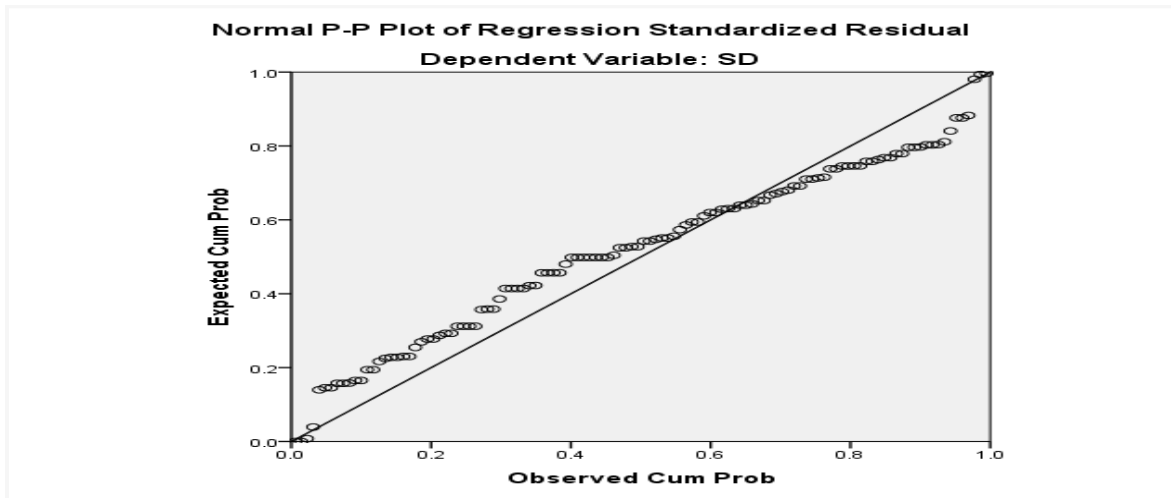
a. Lilliefors Significance Correction.'

Further, the study adopted normal probability plot (PP) of regression standardised residuals where the data points should be spread along the normal probability plot line. The Figure 4.1 showed data points spread along the normal probability line hence it was concluded

that the data used in model estimation was normal thus the regression model did not suffer from lack of normality.

Figure 4. 1

Normal P-P Plot for testing Normality



4.5.3 Linearity

Linearity assumption is another critical assumption of regression analysis such that the explanatory variables and the outcome variables show linear relationship. The study adopted the coefficient of determination to determine linearity where the higher the value, the more linear the nexus between explanatory and outcome variables. The finding showed that the coefficient of determination ($R^2 = .613$) was strong showing strong linear relations between corporate reputation strategies and service delivery.

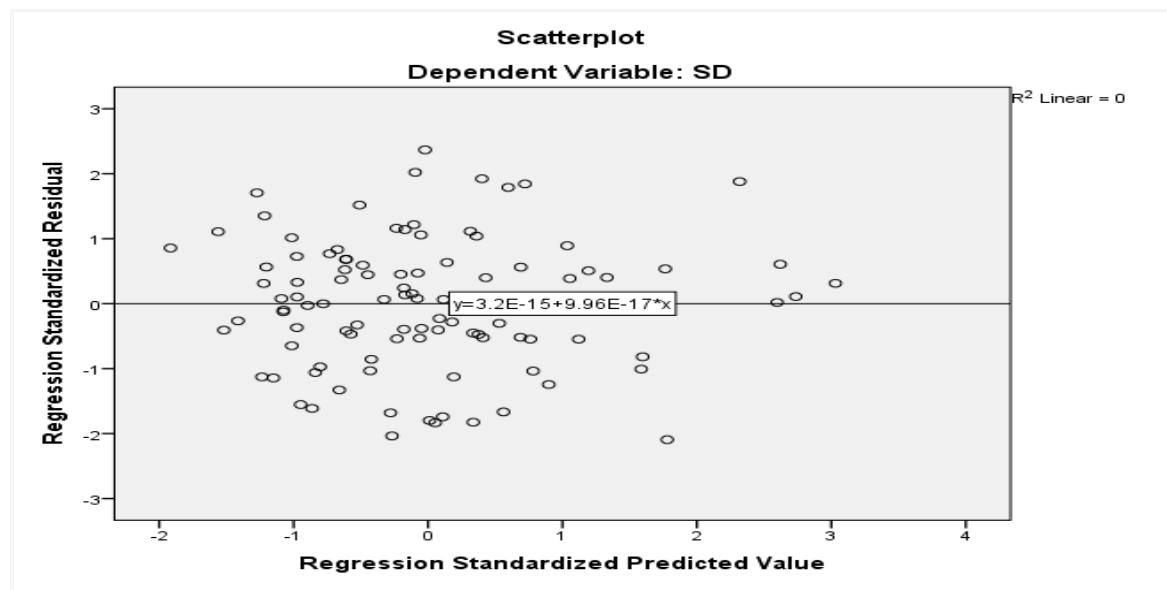
4.5.4 Heteroskedasticity

The study also examined Homoscedasticity assumption. Ordinary least squares models assume that the error term of the model demonstrates constant variance hence homoscedasticity (Kothari, 2004). If the error terms are not constant, the heteroscedasticity results. The study examined the Skewness and Kurtosis of the variables given that Skewness affects representativeness of measures such as mean etc (Table 4.16).

Table 4. 16*Skewness and Kurtosis*

Constructs	Statistic	
Corporate Social Responsibility	Skewness	.000
	Kurtosis	1.996
Community Policing	Skewness	1.030
	Kurtosis	1.023
Crisis Communication	Skewness	.010
	Kurtosis	4.842
Corporate Branding	Skewness	-.021
	Kurtosis	5.297
Service Delivery	Skewness	.000
	Kurtosis	3.147

The study adopted scatter plot where the residuals should be randomly and evenly distributed along the line of best fit and should not depict any pattern of increase or decrease implying inconsistency. The study findings presented in Figure 4.2 showed that the regression model did not suffer from problem of heteroskedasticity given that residual points were randomly distributed along line of best fit in the Figure 4.2.

Figure 4. 2*Scatter Plot test for Heteroskedasticity*

4.6 Correlation Analysis

The study sought to examine the association between corporate reputation strategies (Corporate social responsibility, community policing, crisis communication and branding) and service delivery in police stations in Nairobi County. The study adopted bivariate Pearson correlations where a correlation coefficient of zero (0) would imply no correlation and correlation coefficient of 1 would imply perfect correlation. Further, correlation from 0.1 to 0.3 is weak correlation, 0.4 to 0.6 is moderate correlation, 0.7 to 0.9 is strong correlation. The correlation coefficient possesses either positive (+) or negative (-) sign regardless of its strength. Negative correlation implies variables are inversely associated while positive correlation implies direct relationship between study variables. The bivariate Pearson correlation results were presented in Table 4.17.

Table 4. 17

Bivariate Pearson Correlation

		CSR	CP	CC	OBR	SD
CSR	Pearson	1	.678**	.572**	.340**	.568**
	Correlation					
	Sig. (2-tailed)		.000	.000	.000	.000
	N	129	129	129	129	129
CP	Pearson	.678**	1	.506**	.385**	.669**
	Correlation					
	Sig. (2-tailed)	.000		.000	.000	.000
	N	129	129	129	129	129
CC	Pearson	.572**	.506**	1	.273**	.496**
	Correlation					
	Sig. (2-tailed)	.000	.000		0.002	.000
	N	129	129	129	129	129
BR	Pearson	.340**	.385**	.273**	1	.603**
	Correlation					
	Sig. (2-tailed)	.000	.000	0.002		.000
	N	129	129	129	129	129
SD	Pearson	.568**	.669**	.496**	.603**	1
	Correlation					
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	129	129	129	129	129

** . Correlation is significant at the 0.01 level (2-tailed).

CSR = Corporate social Responsibility, **CP** = Community Policing, **CC** = Crisis Communication, **BR** = Corporate Branding and **SD** = Service delivery.

The findings (Table 4.17) showed that the correlation between corporate social responsibility and service delivery was moderately positive ($r=.568$). The correlation between community policing and service delivery was moderate and positive ($r=.669$). Further, the association between crisis communication and service delivery was moderate and positive ($r=.496$). Finally, branding and service delivery were moderate and positively correlated ($r=.603$). Generally, the correlation between corporate reputation strategies and service delivery in NPS in Nairobi County, Kenya was positive and moderate.

4.7 Regression Analysis

The study aimed to assess the impact of corporate reputation strategies on service delivery within the National Police Service in Nairobi County. In order to investigate the cause-and-effect relationship between the explanatory and outcome variables, the research utilized an OLS multivariate regression model. The independent variable was corporate reputation strategies while dependent variable was service delivery. The regression output included model summary, analysis of variances and regression coefficient as presented in Tables [4.18 – 4.20].

Table 4. 18

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.783	0.613	0.601	0.36714

a. Predictors: (Constant), Branding, Crisis Communication, Community Policing, Corporate Social Responsibility.

b. Dependent Variable: Service delivery.

The coefficient of determination ($R^2 = .613$) in Table 22 showed that corporate reputation strategies explained 61.3% of the changes in service delivery in NPS in Nairobi County. The residual variation in service delivery in NPS in Nairobi County was explained by other variables that were not part of this study.

Table 4. 19*Analysis of Variance*

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.491	4	6.623	49.133	.000
	Residual	16.714	124	0.135		
	Total	43.206	128			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Branding, Crisis Communication, Community Policing, Corporate Social Responsibility.

The findings (Table 4.19) present the analysis of variance (ANOVA) where it was revealed that corporate reputation strategies (Branding, Crisis Communication, Community Policing, Corporate Social Responsibility) has a significant influence on service delivery in NPS in Nairobi County, Kenya ($F = 49.133$, $p = .000 < .05$). The study thus concluded that all the corporate reputation strategies combined explained service delivery in NPS in Nairobi County in a major way. The model was thus a best fitted.

Table 4. 20*Regression Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.577	0.297		1.947	0.054
	CSR	0.057	0.049	0.096	1.168	0.245
	CP	0.341	0.07	0.384	4.847	0.000
	CC	0.106	0.052	0.142	2.042	0.043
	BR	0.381	0.061	0.384	6.291	0.000

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Branding (BR), Crisis Communication (CC), Community Policing (CP), Corporate Social Responsibility (CSR).

The results (Table 4.20) established that corporate social responsibility directly and weakly explained service delivery in NPS in Nairobi County, Kenya ($\beta_1 = .057$, $t = 1.168$ and

$p=.245>.05$). The coefficient ($\beta_1=.057$) implies that for every unit increase in corporate social responsibility by NPS in Nairobi County, service delivery improved by .057 units. However, the influence was weak implying that even though CSR had positive effect on service delivery, its role in explaining service delivery in NPS in Nairobi County was minimal. The weak effect of corporate social responsibility on service delivery was attributed to the fact that CSR activities often focused on community development, environmental sustainability, or charity initiatives that may not directly enhance service delivery of a police force in terms of law enforcement, public safety, and crime prevention.

The influence of community policing on service delivery in NPS in Nairobi County was positive and significant ($\beta_2= .341$, $t= 4.847$, $p=.000<.05$). The coefficient ($\beta_2 = .341$) implies that any unitary improvement in community policing resulted to improvement in service delivery in NPS in Nairobi County by .341 units. The significant influence implied further that community policing played major role in enhancing corporate reputation and service delivery by NPS in Nairobi County, Kenya.

The study also established that the influence of crisis communication on service delivery in NPS in Nairobi County was positive and significant ($\beta_3= .106$, $t= 2.042$, $p=.043$). The coefficient ($\beta_3=.106$) implies one unit improvement in crisis communication in NPS in Nairobi County resulted to .106 enhancement in service delivery. Finally, the influence of branding on service delivery was positive and significant ($\beta_4=.381$, $t=6.291$, $p=.000$). The coefficient ($\beta_4=.381$) implies that every one-unit improvement in branding activities resulted to .381 enhancement in service delivery in NPS in Nairobi County, Kenya. The influence was significant hence branding had a strong influence on service delivery in NPS in Nairobi County. The intercept term (β_0) showed that when corporate reputational strategies were held constant at zero, service delivery was .577. The model was thus estimated as:

4.8 Discussion of Finding

The research aimed to investigate the impact of corporate reputation strategies on service provision within the National Police Service in Nairobi County. Utilizing both descriptive

and inferential analysis, the study assessed the effect of corporate reputation strategies on service delivery within the NPS in Nairobi County, Kenya.

4.8.1 Corporate Social Responsibility and Service Delivery

The aggregate mean score was 3.71 tending towards agreement meaning that the police stations were participating in some form of corporate social responsibility. However, their participation was inadequate given the minimal budget set aside at the police station level to handle corporate social responsibilities towards the community where the police stations were situated in Nairobi County, Kenya. This could impact service delivery in NPS in Nairobi County. The correlation analysis revealed that corporate social responsibility and service delivery were moderately positive correlated ($r=.568$). This implies that improving corporate social responsibility was associated with improving service delivery. Further, the regression coefficients revealed that corporate social responsibility had a direct and weak influence on service delivery in NPS ($\beta_1=.057$, $t= 1.168$ and $p=.245>.05$). ‘The null hypothesis (H_{01}) that *Corporate social responsibility has no significant influence on service delivery in the National Police Service in Nairobi County* was thus not rejected.’ The coefficient ($\beta_1=.047$) implies that for every unit increase in corporate social responsibility by NPS in Nairobi County, service delivery improved by .057 units. However, the influence was weak implying that even though CSR had positive effect on service delivery, its role in explaining service delivery in NPS in Nairobi County was minimal.

The finding was in congruence with Olorunsola et al (2022) that demonstrated that CSR activities enhanced customers positive attitude and satisfaction. Further, Bhattacharya et al., (2020) demonstrated that CSR improves customer purchase intentions. Watuka (2018) corporate social responsibility influences the success of strategy implementation. Bianchi et al., (2018) revealed that CSR directly influenced corporate reputation and purchase intention. However, effect of perceived CSR on satisfaction was not significant. Anser, et al. (2017) showed a major direct link between performance and CSR. Muthoni and Kinyua (2020) established that corporate reputation enhanced performance. The finding was also underpinned by stakeholder theory. The theory informs corporate social responsibility where the National Police Service obtains resources from the society and gives output to

the society. NPS obtains staff from the community and operates based on taxes from the exchequer that comes from the community. The NPS is thus expected to be responsible to the community and should view the community as a key stakeholder.

Further, the findings are anchored on the stakeholder theory that informs corporate social responsibility and how they relate to service delivery. The National Police Service obtains resources such as taxes, labour and intelligence from the society and gives output to the society in terms of service delivery. The NPS is thus expected to be responsible to the community and should view the community as a key stakeholder. The NPS should thus work in partnership with the community. The theory explains that in the process police stations being responsible to the community where they are located, they improved on their image and working relationship with community hence improved service delivery in terms of provision of security services among others.

4.8.2 Community Policing and Service Delivery

The aggregate mean score was 4.31 which tended to agreement implying that the police stations in Nairobi County actively participated in some form of community policing. The major forms of community policing adopted included police patrols in the local community, patrol bases, collection of intelligence from the local community and participation in community forums. Such community policing initiatives were aimed at service delivery to the citizens residing in Nairobi County, Kenya. The correlation analysis revealed that community policing and service delivery were moderately and positively correlated ($r=.669$). The finding means that each time the NPS in Nairobi improved on community policing, service delivery also improved thus pointing towards possible causal effect relationship.

The regression coefficient showed that the influence of community policing on service delivery in NPS in Nairobi County was positive and significant ($\beta_2 = 0.341$, $t = 4.847$, $p = .000 < .05$). 'The null hypothesis (H_{02}) that *Community policing has no significant influence on service delivery in National Police Service in Nairobi County* was thus rejected.' The coefficient ($\beta_2 = .341$) implies that any unitary improvement in community policing resulted to improvement in service delivery in NPS in Nairobi County by .341

units. The significant influence implied further that community policing played major role in enhancing corporate reputation and service delivery by NPS in Nairobi County, Kenya.

The finding agrees with majority of empirical literature. Adugna and Italemahu (2019) revealed that community policing structures suffered from inadequate resourcing. Okoro (2020) on the effectiveness of Community Policing for management of crimes revealed ineffective community policing due to low public confidence in the Police. Okanga (2022) concluded that Police can be rebranded with the community policing concept. Karuri and Muna (2019) on community policing and its contribution to prevention of crime Kakamega established that community policing was not effectively being used to fight crime. Leting et al. (2019) on whether community policing influenced social relations revealed that community policing helps in preventing terror activities.

Further, the finding is underpinned by stakeholder theory. The theory informs community policing in that, the NPS recognizes the community as a key stakeholder in its operations in term of provision of intelligence and other support. The NPS should thus work in partnership with the community via community policing.

4.8.3 Crisis Communication and Service Delivery

The aggregate mean score was 3.74 which tended to agreement implying that the police stations had some form of crisis communication. The major forms of crisis communication tools adopted included an officer on duty to receive distress calls from members of the public, trained police officers on handling crisis, a working hot number where those in distress can reach the station, designated officer who acts as public relations officer. Such crisis communication initiatives were aimed at service delivery to the citizens residing in Nairobi County, Kenya. The correlation analysis based on Pearson correlation coefficient revealed that the association between crisis communication and service delivery was moderate and positive ($r=.496$). The findings implies that whenever the NPS in Nairobi County improved on communication during crisis, service delivery was enhanced hence pointing towards possible causal effect relationship. The regression coefficient revealed that the influence of crisis communication on service delivery in NPS in Nairobi County was positive and significant ($\beta_3=.106$, $t=2.042$, $p=.043$). ‘The null hypothesis (H_{03}) that *crisis communication has no significant influence on service delivery in National Police*

Service in Nairobi County was thus rejected.’ The coefficient ($\beta_3=.106$) implies one unit improvement in crisis communication in NPS in Nairobi County resulted to .106 enhancement in service delivery.

The findings are in congruence with Kima et al. (2019) that revealed that the relationship between organization and its employees as well as disclosure of information was directly related to internal reputation. Further, Bosire (2019) on whether crisis communication influenced stakeholders’ perception revealed that KTDA did not communicate to stakeholders promptly enabling media to transmit distorted information first leading to heightened crisis and lowered reputation. Hong and Cameron (2018) revealed that stakeholders attributed less responsibility to an organization when they read more positive comments online than vice versa. The study concludes that online comments on digital communication channels can lead to stakeholders allocating less or more responsibility to a firm after a crisis. Liu-Lastres et al. (2023) revealed that at beginning of crisis, stakeholders tend to attribute responsibility based on perception and not facts. Osoro (2017) on the efficacy of online communication in crisis communication showed that social media was more effective compared to traditional channels in crisis communication. Njeri (2018) evaluated how social media was used in crisis communication revealed that actively used social media was Facebook and Twitter.

The study findings are also underpinned by situational crisis communication theory. Unexpected and negative events happening around NPS makes the public to judge and allocate blame and responsibility to the NPS or somewhere else depending on the information reaching them and how they react to the situation. The role of communication in crisis is to ensure people get timely and reliable information that they can process and allocate responsibility at the right place.

4.8.4 Branding and Service Delivery

The aggregate mean score was 4.31 which tended to agreement implying that the police stations were actively implanting branding activities introduced to them by the police leadership. Critical branding activities implemented included display of the slogan ‘utumishi kwa wote’, a sign post directing members of the public to the station, the police station had been painted with the brand colours of the National Police Service, the police

stations had the Brand Name 'National police service' well displayed. Such branding initiatives were aimed at service delivery to the citizens residing in Nairobi County, Kenya. The bivariate Pearson correlation showed that branding and service delivery were moderate and positively correlated ($r=.603$). The finding means that improvement in branding activities in police stations in Nairobi County was associated with enhanced service delivery hence pointing towards possible causal effect relationship. The regression coefficient revealed that the influence of branding on service delivery was positive and significant ($\beta_4=.381$, $t= 6.291$, $p=.000$). 'The null hypothesis (H_{04}) that *corporate branding has no significant influence on service delivery in National Police Service in Nairobi County* was thus rejected.' The coefficient ($\beta_4=.381$) implies that every one-unit improvement in branding activities resulted to .381 enhancement in service delivery in NPS in Nairobi County, Kenya. The influence was significant hence branding had a strong influence on service delivery in NPS in Nairobi County.

The results agreed with Kim and Chao (2019) on whether brand experience influences purchase decisions in major brands that revealed brand image was critical in purchase decisions of consumers. Nyambane and Ezekiel (2015) on whether rebranding influences consumer loyalty showed that rebranding had enhanced quality of services. Titi and Anang (2018) on the influence of corporate rebranding on brand equity established a direct and strong relationship between brand equity and corporate rebranding. Ali et al (2019) on whether customer satisfaction and corporate rebranding were related showed that customer satisfaction was strongly explained by corporate rebranding. Kegoro, Munywoki, Kibera and Magutu (2020) on whether customer service delivery was influenced by brand personality showed that customer service delivery was explained by brand personality. Further, Nana et al. (2019) demonstrated that firm performance was strongly explained by rebranding. Felix and Wanjira (2022) showed that brand perception and awareness were strongly explained by emotional branding. Muthoni (2018) on whether customer satisfaction was explained by corporate branding revealing a strong explanatory power of corporate branding over customer satisfaction.

The findings are underpinned by brand equity theory. The theory, Brand equity theory, informs the nexus between service delivery and corporate branding in NPS in Kenya. The

four key aspects of brand equity are expected to direct the branding taking place at NPS aimed improving the reputation of NPS and encourage citizens to seek for services. The police stations have adopted various branding activities such as having the brand name ‘NPS’ printed in documents and painted on the walls of the police station. The police stations have also printed the slogan ‘Utumishi kwa wote’ on their documents and in wall painting. The branding is expected to enhance service delivery by bringing the public closure to the police hence improved service delivery to the local community.

4.9 Summary of Hypotheses Testing

The study was based on null hypothesis (H_{01} , H_{02} , H_{03} and H_{04}). The hypotheses were tested using regression where p-value generated in regression coefficient Table were used to test individual hypothesis. ‘Whenever the p-value was less than 0.05 level of significance, the null hypothesis was rejected implying that the independent variable had a significant effect on service delivery.’ However, whenever the p-value was greater than 0.05 level of significance, it implied that the hypothesis was to be rejected and the independent variable had not significant influence on service delivery. The summary of hypotheses test is shown in Table 4.21. Based on the hypotheses tests, the null hypotheses (H_{02} , H_{03} , H_{04}) were rejected given that the p-values associated with the coefficients of the respective independent variables (community policing, crisis communication, and branding) respectively were less than .05 level of significance. However, the null hypothesis (H_{01}) was not rejected given that the p-value associated with the coefficient of corporate social responsibility was greater than 0.05.

Table 4. 21

Hypotheses Testing

Hypotheses	t-statistic	P-value	Conclusion
H₀₁: ‘Corporate social responsibility has no significant influence on service delivery in the National Police Service in Nairobi County.	t= 1.168 t< 1.96	P= .245 P> .05	Do not reject null hypothesis

H₀₂: Community policing has no significant influence on service delivery in National Police Service in Nairobi County.'	t=4.847 t>1.96	P=.000 P< .05	Reject hypothesis	null
H₀₃: Crisis communication has no significant influence on service delivery in National Police Service in Nairobi County.	t=2.042 t>1.96	P= .043 P< .05	Reject hypothesis	null
H₀₄: Corporate branding has no significant influence on service delivery in National Police Service in Nairobi County.	t=6.291 t>1.96	P= .000 P< .05	Reject hypothesis	null

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter five presents the summary of findings, conclusion, recommendation and areas for future research. The key findings were that corporate social responsibility, community policing, crisis communication and branding had a positive effect on service delivery. However, the influence of corporate social responsibility was not strong. The study recommends to top leadership of NPS to support participation in corporate social responsibility activities, community policing, crisis communication systems and branding.

5.2 Summary of Findings

5.2.1 Corporate Social Responsibility

The aggregate mean score was 3.71 tending towards agreement meaning that the police stations were participating in some form of corporate social responsibility. However, their participation was inadequate given the minimal budget set aside at the police station level to handle corporate social responsibilities towards the community where the police stations were situated in Nairobi County, Kenya. The correlation analysis revealed that corporate social responsibility and service delivery were moderately positive correlated ($r=.568$). Further, the regression coefficients revealed that corporate social responsibility had a direct and weak influence on service delivery in NPS ($\beta_1=.057$, $t=1.168$ and $p=.245>.05$).

5.2.2 Community Policing

The aggregate mean score was 4.31 which tended to agreement implying that the police stations in Nairobi County actively participated in some form of community policing. The major forms of community policing adopted included police patrols in the local community, patrol bases, collection of intelligence from the local community and participation in community forums. The correlation analysis revealed that community policing and service delivery were moderately and positively correlated ($r=.669$). The

regression coefficient showed that the influence of community policing on service delivery in NPS in Nairobi County was positive and significant ($\beta_2 = .341$, $t = 4.847$, $p = .000 < .05$).

5.2.3 Crisis Communication and Service Delivery

The aggregate mean score was 3.74 which tended to agreement implying that the police stations had some form of crisis communication. The major forms of crisis communication tools adopted included an officer on duty to receive distress calls from members of the public, trained police officers on handling crisis, a working hot number where those in distress can reach the station, designated officer who acts as public relations officer. The correlation analysis based on Pearson correlation coefficient revealed that the association between crisis communication and service delivery was moderate and positive ($r = .496$). The regression coefficient revealed that the influence of crisis communication on service delivery in NPS in Nairobi County was positive and significant ($\beta_3 = .106$, $t = 2.042$, $p = .043$).

5.2.4 Branding and Service Delivery

The aggregate mean score was 4.31 which tended to agreement implying that the police stations were actively implanting branding activities introduced to them by the police leadership. Critical branding activities implemented included display of the slogan 'utumishi kwa wote', a sign post directing members of the public to the station, the police station had been painted with the brand colours of the National Police Service, the police stations had the Brand Name 'National police service' well displayed. The bivariate Pearson correlation showed that branding and service delivery were moderate and positively correlated ($r = .603$). The regression coefficient revealed that the influence of branding on service delivery was positive and significant ($\beta_4 = .381$, $t = 6.291$, $p = .000$).

5.3 Conclusion

5.3.1 Corporate Social Responsibility

The finding showed that service delivery in NPS in Nairobi was directly and weakly influenced by social responsibility. 'The null hypothesis (H_{01}) that corporate social responsibility has no significant influence on service delivery in the National Police Service in Nairobi County was thus not rejected.' The study thus concluded that increase in partaking in corporate social responsibility by NPS in Nairobi County resulted to

improved service delivery. Corporate social responsibility activities such as treating those apprehended with dignity, concern for environment by participating in activities such as tree planting and community cleaning exercises, participation in service weeks organised by the government and participation in random philanthropy acts to those in need where it is located was critical in improving service delivery. However, the influence was weak implying that even though CSR enhances service delivery, its role in explaining service delivery in NPS in Nairobi County was minimal.

5.3.2 Community Policing

The study also revealed that the influence of community policing on service delivery in NPS in Nairobi County was strong. 'The null hypothesis (H_{02}) that Community policing has no significant influence on service delivery in National Police Service in Nairobi County was thus rejected.' The study thus concluded that improvement in community policing resulted to improvement in service delivery in NPS in Nairobi County. Enhancement of community policing activities such as police patrols in the local community, patrol bases, collection of intelligence from the local community and participation in community forums were critical in improving service delivery. The strong influence implied that community policing played major role in enhancing corporate reputation and service delivery by NPS in Nairobi County, Kenya.

5.3.3 Crisis Communication

The results also showed that the influence of crisis communication on service delivery in NPS in Nairobi County was positive and significant. 'The null hypothesis (H_{03}) that crisis communication has no significant influence on service delivery in NPS in Nairobi County was thus rejected.' The study concluded that improvement in crisis communication in NPS in Nairobi County resulted to enhancement in service delivery. Whenever, crisis communication was enhanced in terms of having an officer on duty to receive distress calls, trained police officers on handling crisis, a working hot number and designated officer who acts as public relations officer, service delivery was enhanced significantly.

5.3.4 Corporate Branding

The findings also revealed that the influence of branding on service delivery was positive and strong. 'The null hypothesis (H₀₄) that corporate branding has no significant influence on service delivery in National Police Service in Nairobi County was thus rejected.' The study therefore concluded that improvement in branding activities resulted to enhancement in service delivery in NPS in Nairobi County, Kenya. Critical branding activities such as display of the police slogan, a sign post directing members of the public to the station and the painting of the police station with the brand colours of the National Police Service resulted to improved service delivery in NPS in Nairobi County, Kenya.

5.4 Recommendation

5.4.1 Corporate Social Responsibility

First, based on the finding that corporate social responsibility has a positive but weak influence on service delivery, the study suggests to inspector General of NPS, the independent police oversight authority (IPOA), the Nairobi police commander and OSCs in Nairobi to encourage NPS staff to take part in corporate social responsibilities. Critical CSR activities they can take part in includes participating in activities such as tree planting and community cleaning exercises, participation in service weeks organised by the government and participation in random philanthropy acts to those in need. Such CSR activities can improve their service delivery as they will be close the general public who can trust them in providing security services.

5.4.2 Community Policing

The revealed that community policing was instrumental in improving service delivery in NPS in Nairobi County. The study thus recommends to the Inspector General of NPS, the independent police oversight authority (IPOA), the Nairobi Police Commander and OSCs in Nairobi to actively participate in community policing activities. The leadership of the police to allocate budgets and have staff participate in community policing activities such as police patrols in the local community, setting up patrol bases, collection of intelligence from the local community and participation in community forums. Such community

policing activities are critical for the NPS in involving the general population in security matters by getting intelligence from the community to avert insecurity before it happens.

5.4.3 Crisis Communication

The study also showed that crisis communication had significantly enhanced service delivery in NPS in Nairobi County. The research thus recommends to the Inspector General of NPS, the independent police oversight authority (IPOA), the Nairobi Police Commander and OSCs in Nairobi to put in place crisis communication strategy and associated tools. The police leadership ought to always have an officer on duty to receive distress calls from the public, train police officers on handling crisis that occurs from time to time, having a working hot number to receive distress calls and having designated officer who acts as public relations officer in every police station to handle crisis communication whenever it is necessary. Such proactive crisis communication preparedness would improve the trust of the NPS in the eyes of the public hence improved service delivery.

5.4.4 Corporate Branding

Finally, the study established that branding as an aspect of corporate reputation strategy was critical in improving service delivery in NPS in Nairobi County. The study thus suggests to top leadership of NPS including Inspector General of NPS, the independent police oversight authority (IPOA), the Nairobi Police Commander and OSCs in Nairobi to continue implementing branding activities at the NPS to improve its image. The improvement in the image of the NPS in the eyes of the public would enhance service delivery to the population needing police services in Nairobi County, Kenya.

5.5 Suggestions for Further Studies

This study was based on NPS in Nairobi County therefore to improve its application for decision making, the study should be replicated in other counties. Such replication would enable the policy makers in NPS to establish whether the relationship between corporate reputation strategies and service delivery changes or hold in different settings in Kenya. This study was based on quantitative approach and thus other studies should be undertaken using mixed methodology or purely qualitative studies to examine if the findings still hold. Such studies are necessary to adequately capture aspects of corporate reputation strategies

and their nexus with service delivery in NPS. Further, the study was based on descriptive survey design hence the need for an explorative study that examines aspects such as challenges in implementing corporate reputation strategies.

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APPENDICES

Appendix I: Questionnaire

The research seeks to source data on the topic “**Influence of corporate reputation strategies on service delivery in the NPS in Nairobi County**”. Please respond to the question as honestly as possible. Thanks in Advance.

PART A: DEMOGRAPHIC INFORMATION

1. What is your gender? Male ☐ Female ☐ Prefer not to state ☐
2. Which department are you attached to within the police station?
 - Customer care ☐
 - Complains ☐
 - Traffic ☐
 - Community policing ☐
 - Internal affairs ☐
 - Criminal investigation ☐
 - Any other
3. What is your Age?
 - bellow 20 years ☐
 - 20 – 29 Years ☐
 - 30 – 39 Years ☐
 - 40 – 49 Years ☐
 - 50 Years and above ☐
4. How long have you Worked in National Police Service?
 - 1 year and bellow ☐
 - 2-4 Years ☐
 - 5-10 years ☐
 - 10 years and Above ☐

PART B: CORPORATE SOCIAL RESPONSIBILITY

5. Please rate the following statements about **Corporate Social Responsibility** at your police station. Use the scale 1 – Strongly Disagree (SD), 2 – Disagree (D) 3- Neutral (N), 4- Agree (A) and 5- strongly agree (SA).

S/N	Statement	SD	D	N	A	SA
1.	Your police station participates in service weeks organised by the government					
2.	Your police station participates in random philanthropy acts to those in need where it is located					
3.	Your police station show concern for environment by participating in activities such as tree planting and community cleaning exercises					
4.	Your police station has a budget vote head towards community services					
5.	Your police station offers business to local community for goods and services it needs					
6.	Your police station treats those apprehended in its cells with dignity they deserve					

PART C: COMMUNITY POLICING

6. Please rate the following statements about **Community Policing** at your police station. Use the scale 1 – SD, 2 – D, 3 – N, 4 – A and 5 – SA.

S/N	Statement	SD	D	N	A	SA
1.	Your police station has community policing department					
2.	Your police station frequently collects intelligence from the local community					
3.	Your police station participates in police patrols in the local community where it is located					
4.	The police station participates in community forums					
5.	Your police station has patrol bases reporting to it					
6.	You have been trained on community policing					

PART D: CRISIS COMMUNICATION

7. Please rate the following statements about **Crisis Communication** at your police station. Use the scale 1 – SD, 2 – D, 3 – N, 4 – A and 5 – SA.

S/N	Statement	SD	D	N	A	SA
1.	Your police station has trained police officers on handling crisis.					
2.	Your police station has designated officer who acts as public relations officer					
3.	Your police station has social medial account like twitter and Facebook					
4.	Your police station has a crisis communication committee to handle crisis situations in community					
5.	Your police station has an officer on duty to receive ditress calls from members of the public					
6.	Your police station has a working hot number where those in distress can reach the station					

PART E: BRANDING

7. Please rate the following statements about **Branding** at your police station. Use the scale 1 – SD, 2 – D, 3 – N, 4 – A and 5 – SA.

S/N	Statement	SD	D	N	A	SA
1.	The police station has the Brand Name 'National police service' spelt out clearly in paints and documents.					
2.	The police station has been painted with the brand colours of the National Police Service.					
3.	The slogan 'utumishi kwa wote' is clearly spelt out at the police station in painting and documents.					
4.	The police officers like the colour of their uniform					
5.	The police slogan is easy to remembers for police officers					
6.	Your police station has a sign post directing members of the public to the station					

PART F: SERVICE DELIVERY

8. Please rate the following statements about **Service Delivery** at your police station.

Use the scale 1 – SD, 2 – D, 3 – N, 4 – A and 5 – SA.

S/N	Statement	SD	D	N	A	SA
1.	The station is known for offering quality services to the members of the public					
2.	Your police station responds fast to distress calls made by the public					
3.	The officers at the station are accountable to the OCS at the station					
4.	The local community is happy about services offered by the police station					
5.	Your police station fast track those apprehended to appear in court on time					
6.	Your station has service charters clearly legible to members of the public					
7.	Your police station processes those to be released on cash bail within set time limit					
8.	Police officers at the customer service have been trained on service delivery and customer care					

Appendix II: Introduction Letter



KENYA METHODIST UNIVERSITY

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DIRECTORATE OF POSTGRADUATE STUDIES

June 8, 2023

Commission Secretary
National Commission for Science, Technology and Innovations
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: MARIANNE WANJIRU CHACHAH (REG. NO. BUS-3-2248-2/2021)

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's Degree in Business Administration. She is conducting research on; "Influence of Corporate Reputation Strategies on Service Delivery in the National Police Service in Nairobi County".

We confirm that her research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a research license to enable her collect data.

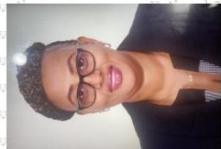
Any assistance accorded to her will be highly appreciated.

Yours sincerely,

Dr. John M. Muchiri (PhD)
Director, Postgraduate Studies

Cc: Dean SBUE
CoD, Business Administration
Postgraduate Coordinator
Supervisors

Appendix III: NACOSTI Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 706389	Date of Issue: 30/June/2023
RESEARCH LICENSE	
	
This is to Certify that Miss.. Marianne Wanjiru Chachah of Kenya Methodist University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INFLUENCE OF CORPORATE REPUTATION STRATEGIES ON SERVICE DELIVERY IN THE NATIONAL POLICE SERVICE IN NAIROBI COUNTY for the period ending : 30/June/2024.	
License No: NACOSTI/P/23/27031	
706389 Applicant Identification Number	<i>Walter</i> Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
	Verification QR Code 
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