An Assessment on the Influence of the Integrated Command Centre on Service Delivery of Kenya Police Officers in Mombasa County

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Abstract

In 2015, 2,919 crimes were reported. In 2016, the number increased to 3097 indicating a decline in service delivery. However, in 2017, the crimes recorded dropped to 2,618 translating to a great improvement in service delivery. Thus, the researcher analyzed the influence of Integrated Command Centre on service delivery of Kenya police officers in Mombasa County. It assumed that the Integrated Command Centre has influence on service delivery of Kenya police officers in Mombasa County thus, aimed at establishing this influence. Resource based and attribution theories were used. Mixed research method was used with target population being 1040 officers. Census sampling was adopted for the ranks of CP, SSP and SP while for the rest, stratified sampling technique was used. 10% of the target population was used. 118 officers responded. Questionnaires and interview were used in data collection while SPSS version 22.0 and multiple regression was used to bring out the findings in terms of frequencies mean and standard deviation. The findings were that, an improved integrated command center lead to reduced crime rate indicating improved level of service delivery. Installation of an integrated command center in each major town was recommended. Further studies were recommended on the influence of integrated command center on service delivery of other public security sectors like the Kenya wildlife service. This study urged the police management to consider the recommendations of this study during decision making. This will influence effectiveness, efficiency and sustainability of service delivery among police officers in the county of Mombasa, Kenya.

Introduction

In order to establish the influence of integrated command center on service delivery of Kenya police officers in Mombasa County, this article is divided into the following sub- sections: a response into what service delivery is its conceptual approach, the use of integrated command center in Mombasa and its influence on service delivery, the findings and conclusion as well as the way forward and recommendations provided.

Objectives

This article is based on the following three objectives:

i. Investigating the influence of surveillance camera on service delivery

ii. Evaluating the effectiveness of 999 emergency lines in improving service delivery and

iii. Assessing whether the automatic number plate readers are effective in recording wanted motor vehicles.

Statement of the Problem

Service delivery among Kenya police service can be measured by the ability of officers to prevent crimes from being committed. An increase in reported crimes can be taken to show decline in service delivery while a reduction on crime rates could show an improvement in service delivery. In the year 2015, reported crimes in Mombasa County stood at 2,919 cases. In 2016, reported crimes within the County increased by 178 cases to stand at 3,097 cases. Among the 178 cases
were 52 robberies with violence, 39 murders and mob injustice cases, 21 motor vehicle thefts while the rest were misdemeanors. (Mombasa County Annual Report, 2016). These cited crimes are supposed to be in the capacity of the police to prevent, however they ended up being committed. This showed a decline in service delivery of the Kenya Police officers within the County. This decline could be attributed to inadequate integrated command center capabilities availed to police officers in Mombasa County then. In 2017, the crimes recorded, dropped by 479 cases to stand at 2,618 translating to a great improvement in service delivery. (Mombasa County Annual Crime Report, 2017) This improvement for the year 2017 could be attributed to; the full operationalization of the integrated command center in Mombasa.

Review of Related Literature
What is service delivery?
The perception towards Service delivery is that of all range of roles carried out in an organization aiming at value improvement. This may involve offering specialized services, carrying out activities of economic importance, improving customers care services as well as other activities in the organization that are part of the process of creating value. (Jackson, Greenfield, Morral & Hollywood, 2012). According to Michael. Hitt, Kai, Christina and Carnes (2005), life is made easy and smooth by technology. Service delivery also applies this concept which is more effective to everyone. The performance and productivity of a well technologically equipped and updated organization is always higher than that of organizations with weak technology. According to Nyongesa (2013), IC3 is a multi-functional center in the police communication department. All the police communications and commands that control the personnel within a certain jurisdiction are coordinated from this facility. It is an integration of digitalized police communication capabilities as well as computerized police camera surveillance. It operates as an emergency call center where by people in distress call in 999, 112 or 111 for free. The facial recognition application software has really assisted in tracing of wanted persons who have been reported to the police for being involved in crimes like terrorism, obtaining money by false pretense among other crimes (Jackson, Greenfield, Morral & Hollywood, 2012).

The Central Communications Command is the largest Operational Command Unit (OCU) of the Metropolitan Police Service in London (Loveday, 2008). Its responsibility is that of communication inside the Metropolitan Police and between the public and the police as well as other forces. They took over the role from several smaller departments which were communicating and were all over the service. The Metropolitan Police Service communications were combined in to a single department in the "C3i program". Sir Ian Blair piloted it before he was promoted to a Commissioner. In 2004, is when the transition to the new system began and was completed in December 2007 (Davenport, 2012). “Metcall” is the name given to OCU within the service.

Methodology
The study adopted a mixed method research (Quantitative dominant). Primary data was collected through questioners and interviews. The collected information was then analyzed in descriptive design. Theoretically, Wernefelt (1984) Resource Based Theory and (Weiner, 1985), Attribution theory were in-cooperated in evaluating the influence of integrated command centre on service delivery. (Barney, Wright & Ketchen, 2011). According to Wernefelt’s theory, the internal capabilities of the firm determine the strategic choice it can make in competing in its external environment. Better resources give an organization a greater competitive advantage. Weiner’s theory emphasized on the attribution of occurrences to human errors others to accidents. (Bertha, 2018)

Discussion of Findings

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<td>Level of efficiency of the 999 emergency line influences service delivery</td>
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<td>Level of ANPR efficiency influence service delivery</td>
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<td>Number of available surveillance cameras influence service delivery</td>
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Source: Research Data (2018)
The table above shows that the extent to which the number of available surveillance cameras influences service delivery has the highest mean of 4.79 closely followed by the Level of ANPR efficiency having a mean of 4.65. The least is the Level of efficiency of the 999 emergency lines with a mean of 4.63. There is however a high average of 4.69 showing that the respondents are of the view that integrated command center influences service delivery to a greater extent. The interview results also showed that most respondents were for the opinion that camera surveillance had the greatest influence on service delivery followed Level of ANPR efficiency.

The indication of the findings was also that, there was an indirect relationship between integrated command center and service delivery. This meant that an improved integrated command center lead to reduced crime rates which are indicators of improved service delivery. This relationship was also significant with a p-value of 0.000 meaning that integrated command center influences service delivery.

The study is consistent Jackson, Greenfield, Morrall, and Hollywood (2012) who analyzed police department investment on information technology. The study found out that information technology impacts on police productivity both positively and negatively. The study had concluded that the negative impact of using information technology was negligible and as such it should be implemented in police work. The study had further recommended that, there should be an increase on the amount of effort channeled to functions of the police in which Information Technology is used.

The findings are also consistent with the resource based theory which implied that up to date operational resources if well utilized will give the organization a competitive advantage over the competitors. In the context of the study, the integrated command center capabilities allow the police officers to detect any crimes before they can be actualized, apprehend offender in the act and if they escape, police officers are able to do a video play back and identify the culprits. The photos of the wanted persons are then uploaded in the Neo- Face facial recognition application. Should the culprit move under any of the center’s surveillance cameras, an alarm is sounded at the center and the officer on duty immediately dispatches any officer on the ground closest to the culprits’ location to make an arrest. The same is done for wanted motor vehicle using the Automatic number plate reader application.

The study’s findings are also consistent with the attribution theory whose assumptions are that, people are naïve psychologists who have an innate desire to make an explanation to any event whether positively or negatively impacting them. The study shows that the respondents attribute the number of crimes committed, the length of time taken to respond to an incident and the level of customer satisfaction to the level of efficiency of the 999 emergency line influences service delivery, the level of time taken to dispatch officers to the scene influences service delivery, the level of available resources to manage critical incidents influence service delivery, the level of ANPR efficiency influence service delivery and the number of available surveillance cameras influence service delivery.

Conclusion, Way Forward and Recommendations

The article concludes that surveillance cameras, automatic number plate readers and the 999 emergency lines being the capabilities at the integrated command centre, have great positive influence on service delivery among Kenya Police officers in Mombasa County. This is justified by the decrease of crimes in Mombasa County after the full operationalization of the command center.

Guided by the findings of the study, the article recommends that at least one Integrated Command Center (IC3) should be put up in each of the major towns. Currently the facility is only in Nairobi and Mombasa. This will help amplify crime reduction as the cameras among other capabilities discussed, act as a major deterrent to crime commission. They will also aid in crime detection even before it actually takes place.

It further recommends that scholars in the discipline should consider amercing in deep research on how more capabilities can be in cooperated into the command center for better efficiency.

References


http://www.rand.org/pubs/research_reports/RR569.html


