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## **EFFECTS OF LISTENING ON PUBLIC INSTITUTIONS SERVICE DELIVERY: A CASE STUDY OF KENYA POLICE SERVICE-KISII COUNTY HEADQUARTERS**

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# EFFECTS OF LISTENING ON PUBLIC INSTITUTIONS SERVICE DELIVERY: A CASE STUDY OF KENYA POLICE SERVICE-KISII COUNTY HEADQUARTERS

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## Abstract

**Purpose:** To assess the effects of listening on service delivery in Kenya Police Service-Kisii County Headquarters

**Methods:** The study adopted a case study as research design. The study targeted 58 employees who are working in the institution and 152 clients seeking services in the Kenya Police hence the target population was 210. The study sample size comprised of a third of the 42 regular police respondents who included 14 regular police, 1 County Police Commander, 1 Officer Commanding Police Division, 1 Traffic Base Commander, 1 Officer Commanding Station, 4 clerical officers, 3 secretarial staff, 5 support staff and a third of clients seeking service at Kenya Police who were selected by purposive sampling hence 81 respondents were sampled. The researcher utilized both open and closed questionnaires in collection of data. Further descriptive statistics were used in analyzing data. This ensured that the collected data is effectively analyzed in a more organized way to effectively attain the study's objectives. The obtained data would be organized, analyzed and presented through percentages, tables, and frequencies.

**Results:** The study findings indicated that there were effects of listening on service delivery at the Kenya Police Service-Kisii County Headquarters which among them enhanced participation of employees in service delivery, allowing access to relevant information and passing effective information flow.

**Recommendations:** The study recommended that Kenya Police-Kisii County Headquarters should adopt effective communication practices through listening to improve on service delivery in their institution.

**Keywords:** *Listening, service delivery, Kenya Police Service, Kisii County Headquarters*

## **1.0 INTRODUCTION**

### **1.1 Background of the Study**

Communication has significant effects within and among workgroups in any institution. Bagozzi (2011) in his research suggested that online channels such as blogs, social media, and websites have overrun the communication industry. To effectively apply communication channels, the communicator must identify the target audience, establish a relevant message and select the most effective communication channel. Traditional communication channels contain both benefits and limitations. For instance, face to face communication still exists as the most frequently and commonly used channel of communication. As much as technology has transformed the communication strategies, most individuals still prefer face to face communication channels based on its quick feedback. According to Sagimo's (2002) survey on communication solutions, expressed that 50% of the respondents preferred face to face channels. Communicators want to gauge if the recipient really received the intended message and correctly comprehended by observing nonverbal cues and voice intonation.

Communication refers to being a channel through which resources and information are+channeled. An institutional communication can be widely referred to as communication containing multiple contexts of institutions. A study was done by Zalabak (2006) in Japan looked into a type of communication used among institutions. As per his findings, he would indicate that the practices of sending and receiving messages by the use of different layers of authority, systems and analyzing different topics of interest to the group led to the preference of the type of communication used.

A study was done by Cole (2003) in Zimbabwe, study evidence reflects that communication breakdown was one of the key hindrances to a firm's success. Ineffective communication within an organization is symptomatic of a faulty cooperate chain. The study recommended that organizational communication enhances a better working relationship between the seniors and the juniors a factor that would translate to the efficiency of the firm's operations.

Drunker (2008) in his study carried out in South Africa indicates that the idea of proper communication between the management and the staff should be given major attention and resolution strategy. However the report identified the need for association between the major stakeholders in an institution especially in the management of institution, improved conflict resolution in form of proper calendar of yearly meetings is developed, involvement of stakeholder's management of the institution and proper use of communication media such as notice boards in passing information and resolving Conflict.

Sagimo (2002) in his study about the aim of communication process among the disciplined forces in Tanzania indicated that the aim of communication is to pass information from one person to another so as to create understanding. The study further reveals that communication process is initiated by a sender who passes a message through a channel in a language or code which is capable of being understood and interpreted by the receiver.

Montana (2008) in his study on institution communication among production companies in Kenya stipulates that it makes it easy for cordial relationship between management and the subordinate. His study further indicates that communication is a vital tool to every institutions' leadership because without it coordination among institutional clients and employees the performance of the company will be poor. Hence without communication no orders will be given, no instructions will be given and taken and above all non-information

will be disseminated in many institutions more on external communications with the objectives of fulfilling their markets, and research strategies. Therefore such similar consideration should be created on a firm's internal communication structure. Effective internal communication planning helps both the small and if institutions to develop a structure of information distribution as a means of solving some of the institutional issues.

Communications among police service in Kenya is majorly done using memos, letters, websites, community engagement, social and environmental initiatives or programs. These consist of key aggregate of messages that the institutions sends to its constituencies whether internal or external. Wangai, (2007) in his study on communication channels among the administration police in Kenya indicates that it is significant to develop an image of the police by demonstration of its reliability and to listen and speak to its stakeholders honestly. This makes the corporate social responsibility as a dynamic factor of internal communications, making it as a strategic tool in which an institution should stand out by creating competitive advantage and effective service delivery to the public.

These past studies even though have attempted to exercise some of the effects of communication which is the importance and challenges of communication among different institutions, there is no much emphasizes of ways in which institutions should enhance communication practices. The broader perspective of communication is the passing of information from and to the outside institutions which should be incorporated with communication practices to enhance Service Delivery. It is against this background that the study is set to determine the effects of listening on institutional service delivery with reference to Kisii Police Headquarters.

## **1.2 Statement of the Problem**

Most organization has neglected communication as one of the major instruments of service delivery. Most of the institution management structure has failed to make a decision based on an ineffective communication structure. Information passage and sharing are always attained through communication among members of a society, as it enhances understanding, coordination in accomplishing specific roles. Staffs within an institution exist through communication practices and day to day ideas and attitudes are shared through communication (Roger, 2008). Thus, communication has been enhanced by the establishment of a communication network via electronic systems. The systems have played a key role in reducing various institution constraints, enhancing the effectiveness of communication processes.

As an institution, having elaborate communication systems is the key to success. This is considering the fact that effective communication largely contributes to an effective way of addressing institutional based issues. For instance, the Kenya Police service has tried to address various issues within their systems in a holistic and integrated way. This is through institutional service delivery issues by investigating employee service delivery. Institutional grievances should be accomplished open-mindedly, communication and plenty of forethought since not dealing with staffs challenges can result in more issues. Institutional managers must always be skilled at handling various institutional conflicts. Lengel (2013) studied on the effects communication practices on efficiency of information in institutions. His study looked into important situations in communication hence when emotions are high, in team situations and when employees are sharing ideas. The study established that communication

consistency was crucial when passing information in an institution. His study did not look into effects of listening on service delivery hence living a gap to be filled.

Edwards (2014) did a study on the role of body language as a communication tool in institutions, he looked into body language as one of the non-verbal communication in which one's feelings or thoughts would be expressed through physical behaviors like gestures, touch, body postures and eye movements. The study established that body language is evident in both human beings and animals. Besides, body language requires no grammatical issues and must be broadly be interpreted hence differencing it from sign language. His study did not do look into the effects of listening on service delivery hence this study was out to fill the left gap. It is important to engage them more effectively and with fairness through communication practices. This study therefore sought to investigate effects of listening on public institutions service delivery at Kenya Police Service, Kisii County Headquarters.

### 1.3 Specific Objective

To assess the effects of listening on service delivery in Kenya Police Service-Kisii County Headquarters

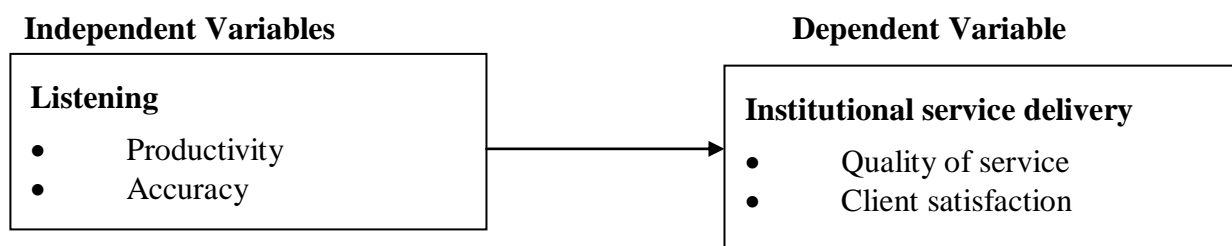
## 2.0 LITERATURE REVIEW

### 2.1 Communication Theory

Communication is a crucial component of human behavior and societies. Sometimes it tends to be hard thinking of behavioral or social incidences from which communication lacks. Indeed, communication is applicable to shared behaviors and properties of any collection of things, whether they are considered human or not. Communication basically reflects information transmitting (Shannon, 2009). The communication theory can benefit from a conceptualization of communication which is broadly shared. Communication theory tries to document various categories of communication and to optimize communications for the benefit of all.

Definitely, a theory reflects on elaborations of a class of observed features of phenomena. The idea of a theory depends on the minds of many scholars process and those in the social sciences try adopting the tests of an effective theory from the natural sciences, most of which study communication adhere to the idea of communication theory that is akin to that present in various academic sectors. The book approaches communication theory from a biographical view, in an attempt to express theory development within a social context, (Kyberd, 2007). The communication sectors study is remarkably inclusionary and incorporates theoretical perspectives originally established in a range of other disciplines.

### 2.2 Conceptual Framework



**Figure 1: Conceptual Framework**

## **2.3 Empirical Review**

### **2.3.1 Listening as a Communication Practice on Service Delivery**

Most managers face a major challenge of communication as much as is considered one of the significant aspects of leadership. It's obvious that ineffective or poor communication hinders efficient communications within an institution. As a result, managers can fail to attain the required coordination and commitment from tasks, fail to attain the organizational objectives as well as establish rapport with the people on their team. Basically, ineffective communication results in poor institutional management, under a firm's activities front line staffs require effective communication skills as leaders do. Bagozzi (2011) narrates that managerial body can improve their communication skills by application of effective strategies meant to aid what, when and how to communicate effectively.

According to Lengel and Trevino (2013), efficient leader's value listening and talking as it enhances the nature of communication. This basically addresses some of the specific incidences. It was effective that under conflict situation leaders should learn to listen on a personal level as this acknowledges other people's feelings. Leaders who tend to ignore such feelings develop a gap between themselves and their subordinates, a factor that erodes the relationship between the seniors and juniors factors that ultimately affect the working environment.

From a business point, personal emotions can affect one's thinking. Thus, enabling the staffs to present their anger aids them to move beyond the situation at hand in a more efficient way and continues with daily chores. Leaders can establish a strong connection with their staffs while improving their level of productivity basically by listening to them once emotions are high. The other crucial time a leader should listen is in team incidences. Under the team, environments can engage various personalities, complicated dynamics, and competing agendas. By simply listening keenly, leaders can enable that each employee is working towards the same objective. Listening as well as aids leaders to recognize and address organizational conflicts early, and enhance healthy working connection among team members (Lengel & Trevino, 2013).

Craig (2010) asserts that listening is key when addressing the issue of employee management as it enhances the sharing of ideas. Further, Craig states that once managers stop listening, subordinates stop offering ideas. This reflects the fact that communication is key to employee innovativeness. Listening fundamentally includes key basics of attending closely to share ideas and think of what should be said. It's effective to allow others to finish speaking before commenting as this enables that effective and efficient solution is attained in regard to the specific issue. In adherence to the strategy, managers can effectively engage the employee in a more productive way.

## **3.0 RESEARCH METHODOLOGY**

The study adopted a case study research design. The target population was 210 employees who are working in the Kenya Police Service-Kisii County Headquarters, they are; 1 County Police Commander, 1 Officer commanding Police Station, 1 Traffic Base Commander, 1 Officer Commanding Station, 4 clerical officers, 3 secretarial staff, 5 support staff, 42 regular police officers who were drawn from the management and employees of Kenya Police

Service and 152 clients who were visiting the institution during the time of data collection-Kisii County Headquarters.

Complete census was conducted for county police commander, officer commanding police division, officer commanding police station, clerical officers, secretarial staff, support staff while a third of regular police service officers and clients were sampled hence 81 respondents were used as respondents. The researcher used both closed and open questionnaires to collect data.

The primary data collected from the field was edited, and coded to translate and classify the responses into related groups. Efficient coding was anticipated to consolidate and lower research data into manageable summaries. Both quantitative and qualitative data analysis was utilized. The quantitative data was analyzed, presented and deduced by the use of descriptive and thematic analysis. The analyzed data were presented in form of tables. Data were analyzed by use of descriptive statistical methods such as mean, weighted averages and percentages and this were presented in form of tables. The relationship of the variables in the study was established using inferential statistical tools like regression analysis.

## 4.0 FINDINGS AND DISCUSSIONS

### 4.1 Introduction

This chapter consists of findings of the study as they relate to the research objectives advanced in chapter one. The main research areas considered in this study were: Response rate, gender of respondents, Age of education, level of education and years of work, effects of listening and service delivery.

### 4.2 Response Rate

The questionnaires were given to the respondents and collected after a period of 10 days. Out of the 81 questionnaires that were dispatched, all 81 questionnaires were filled and returned to the researcher. This represented 100% response rate. This was considered sufficient enough to do analysis, draw findings and conclusions upon.

### 4.3 Respondent's Gender

The study sought to establish the gender of the respondents in the study. The information obtained from the field was presented as in Table 1 below.

**Table 1: Respondent's Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	51	63
Female	30	37
<b>Total</b>	<b>81</b>	<b>100</b>

Table 1 Indicates that 63% of the respondents in the Kenya Police Service-Kisii County headquarter were male while 37% were female. This shows that both genders are well represented in Kenya Police Service-Kisii County since each gender constitutes at least one-third of the population that were involved in matters of service delivery in Kenya Police Service-Kisii County headquarters.

#### 4.4 Age Bracket

The study sought to establish on the age bracket of the respondents involved in the study. The response rate from the field were recorded as in table 2 below.

**Table 2: Age Bracket**

Age bracket	Frequency	Percentage
Below 25 years	9	11.0
26-35 years	25	31.0
36-45 years	28	34.6
46-55 years	13	16.0
Above 56 years	6	7.4
<b>Total</b>	<b>81</b>	<b>100</b>

Table 2 indicated that 11% of the respondents were 25 years and below, 31% of the respondents were 26-35 years, 34.6% of the respondents were 36-45 years, 16% of the respondents were 46-55 years and 7.4% of the respondents were above 56 years and above. The findings showed that majority of the respondents were young and energetic hence able to give the required service at the police service.

#### 4.5 Level of Education

The study sought to establish the education level of the respondents. Below is the response rate in Table 3

**Table 3: Level of Education**

Level of education	Frequency	Percentage
Secondary education	48	59.3
College education	28	34.6
University level education	5	6.1
<b>Total</b>	<b>81</b>	<b>100</b>

Table 3 Indicates that 59.3% of the respondents in the Kenya Police Service had secondary level of education and 34.6% of the respondents had college level of education, 5% of the respondents had university level of education. These indicated that respondents in the study were knowledgeable to respond to effects of communication practices on public institutions service delivery.

#### 4.6 Duration of Work

The study sought to establish from the respondents on the duration in years they had worked at Kenya Police service-Kisii County Headquarters the response rate were recorded as in Table 4.

**Table 4: Duration of Work**

Duration of work	Frequency	Percentage
Below 3 years	41	50.6
4-7 years	25	30.9
Above 7 years	15	18.5
<b>Total</b>	<b>81</b>	<b>100</b>



Table 4 Indicates that 50.6% of the respondents had worked in Kenya Police Service- Kisii Headquarters for 3 years and below, 30.9% of the respondents had worked at Kenya Police Service for 4-7 years and 18.5% of the respondents had worked in Kenya Police service-Kisii Headquarters for above 7 years.

#### 4.7 Effect of Listening on Service Delivery

The study sought to establish on if there were effects of listening on service delivery at Kenya Police Service-Kisii County Headquarters. The response rate from the field were recorded as shown in Table 5

**Table 5: Effect of Listening on Service Delivery**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	70	86.4
No	11	13.6
<b>Total</b>	<b>81</b>	<b>100</b>

Table 5 indicates that 86.4% of the respondents said that there were effects of listening on service delivery at Kenya Police Service- Kisii County Headquarters while 13.6% of the respondents said that there were no effects of listening on service delivery at Kenya Police Service- Kisii County Headquarters. These enabled the researcher to positively and effectively collect data on the area under study.

#### 4.8 Listening and Service Delivery

The study sought to establish from the respondents on the effects of listening as a communication practice on service delivery at the Kenya Police Service-Kisii County Headquarters. The response rates from the field were recorded as in Table 6.

**Table 6: Listening and Service Delivery**

<b>Listening on Service Delivery</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b><math>\sum fi</math></b>	<b><math>\sum fiwi</math></b>	<b><math>\frac{\sum fiwi}{\sum fi}</math></b>
In our institution listening enhances participation of employees for service delivery	40	17	13	10	1	<b>81</b>	<b>328</b>	<b>4.05</b>
In our institution listening allows access to relevant information and passing effective information flow to fellow staff members	36	22	8	11	4	<b>81</b>	<b>318</b>	<b>3.93</b>
In our institution listening allows for participative environment amongst ourselves for service delivery	41	16	10	5	9	<b>81</b>	<b>318</b>	<b>3.93</b>
In our institution listening provides us with necessary resources to do our job for service delivery	35	23	18	11	4	<b>81</b>	<b>347</b>	<b>4.28</b>
In our institution listening provides necessary training to enhance our job performance	34	15	8	14	10	<b>81</b>	<b>292</b>	<b>3.60</b>
In our institution listening enhances trusteeship and interaction amongst ourselves hence enhancing service delivery	26	31	11	10	3	<b>81</b>	<b>284</b>	<b>3.51</b>
In our institution listening enhances flexible interaction with the executives in the institution	29	19	9	15	9	<b>81</b>	<b>287</b>	<b>3.54</b>

Table 6 Indicates that rating 4.05 of the respondents strongly agreed that in their institution listening enhanced participation of employees for service delivery. Rating 3.93 of the respondents strongly agreed that in the Kenya Police Service-Kisii Headquarters listening allowed access to relevant information and passing effective information to fellow staff members. Rating 3.93 of the respondents strongly agreed that in the Kenya Police Service-Kisii Headquarters listening allowed for participative environment amongst staff for service delivery. Rating 4.28 of the respondents strongly agreed that in the Kenya Police Service-Kisii Headquarters listening provided employees with necessary resources to do their job for service delivery. Rating 3.60 of the respondents strongly agreed that in the Kenya Police Service-Kisii Headquarters listening provides necessary training to enhance employee's job performance. Rating 3.51 of the respondents strongly agreed that in the Kenya Police Service-Kisii Headquarters listening enhances trusteeship and interaction amongst employees hence enhancing service delivery. Rating 3.54 of the respondents strongly agreed that in the Kenya Police Service-Kisii Headquarters listening enhances flexible interaction with the executives in the institution. In response to the above research, Lengel, (2013) in his research on the importance of listening indicated that the most efficient managers learn to listen before speaking as this helps them to effectively offer the most appropriate feedback an solution to a specific issues.

#### 4.9 Service Delivery

The study sought to establish from the respondents on the effects of service delivery at Kenya Police Service –Kisii County Headquarters. The response rates from the field were recorded as in Table 7.

**Table 7: Service Delivery**

Service Delivery	5	4	3	2	1	$\sum fi$	$\sum fiwi$	$\frac{\sum fiwi}{\sum fi}$
We are satisfied by the quality of service they offer to its clients	33	17	17	8	6	81	306	3.78
In our institution the quality of service we offer to our clients is above per	37	18	14	7	5	81	318	3.93
In our institution the quality of service enhances client satisfaction	20	15	21	18	7	81	266	3.28
In our institution there are other practices that can be employed to secure service delivery	40	17	12	6	6	81	322	3.98

Table 7 Indicates that rating 3.78 of the respondents strongly agreed that they were satisfied by the quality of service they offered to its clients in the Kenya Police Service Headquarters-Kisii County Headquarters. Rating 3.93 of the respondents strongly agreed that the institution quality of service offered to the clients is above per in the Kenya Police Service Headquarters-Kisii County Headquarters. Rating 3.28 of the respondents strongly agreed that quality of service offered enhanced client satisfaction in the Kenya Police Service Headquarters-Kisii County Headquarters. Rating 3.98 of the respondents strongly agreed that in the Kenya Police Service Headquarters-Kisii County Headquarters there are other practices that were employed to secure service delivery. According to Lengel (2013), an efficient manager understands when to stop talking and service delivery. This is particularly crucial

under three specific occasions: when one's emotions are high, in team places and when staffs are sharing ideas. First, service delivery is important once one's emotions are high, high emotions like resentments, anger warrant attention from a personal and business level. Under personal level a person's feels acknowledged once validated by others. Tough managers tend to ignore feelings can develop a link between themselves and the staffs, eroding the connection and finally impacting the working environment.

#### 4.10 Regression Analysis

Regression analysis is a method that enables the researcher to effectively evaluate the capacity of an independent variable and predicting dependent variable. As part of the analysis, Regression Analysis was done. The study's coefficient of determination was conducted to determine how effective the statistical model was predictable to foresee outcomes. The determination coefficient,  $r^2$  is the square of the sample correlation coefficient between outcomes and the predicted values. As such it elaborates the contribution of the independent variable (listening) to the dependent variable (service delivery in public institutions). This information is summarized on Table 8.

**Table 8: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.705 <sup>a</sup>	.498	.330	.93585

Multi regression coefficients show a prediction ratio of 60%. This indicates that 49.8% of the variance in the dependent variable is predicted by the independent variable. This shows an average prediction rate. The valid regression model implies that all independent variables are explaining that there is a positive and significant relationship with dependent variable. The results of analysis of variance for respondents response is summarized in table 9.

##### 4.10.1 Analysis of Variance

Analysis of variance (ANOVA) is a statistical model that assesses potential variation among group means and their associated procedures. The study finding was analyzed using analysis of variance to show the mean and f-test. The results of analysis of variance for respondents response is summarized in Table 9. To test the significant of the model, the study used ANOVA. The ANOVA table above describes the overall variance accounted for in the model. The results of analysis of variance for respondents response is summarized in Table 9.

**Table 9: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.838	8	1.279	1.362	.260 <sup>b</sup>
	Residual	71.152	72	.939		
	Total	79.99	80			

The F statistics tests the null hypothesis that the expected values of the regression coefficients are equal to each other and that they equal zero. The F-score (F= 1.362) with a significance of 0.26. The higher the F-score the lower the significance and the lower the F-score the higher the significance. The table provides the effect of individual predictor variable on the dependent variable (service delivery in public institutions). The results suggest that the independent variable i.e. listening, is a very significant predictors of effects of communication practices on service delivery as they all have a p value of less than 5%

implying a more than 95% confidence level of the derived model. From table 9, the significance value is 0.26 which is greater than 0.05 thus the model is statistically insignificant in predicting how listening consistency influence service delivery in public institutions. This indicates that there are other variable that influence the dependent variable which is not part of the covered variable.

#### 4.10.2 Summary of Coefficient

Beta coefficient guided us on determining of which of the independent variable have a greater effect on level of implementation of monitoring and evaluation. A beta coefficient was run to identify how community involvement, budget allocation, skills of the managers and legal procedures influence level of implementation of monitoring and evaluation as indicated in Table 10.

**Table 10: Table Summary of Coefficient**

Model	Unstandardized coefficient		Standardized coefficient		
	B	Std Error	Beta	T	Sig.
1 (Constant)	-.162	.301		-.877	.387
Listening	.615	.059	.630	11.49	.000

#### Dependent Variable: Service delivery in public institutions

In the above table the regression coefficient for listening on the communication practice ( $\beta_1$ ) = .630 which implies that one percent increase the attention of listening increases 63.0 percent in service delivery in public institutions level if other variables are kept controlled. The T value is 11.494 which is significant at .000 because significance level is less than  $P \leq .05$ . It implies that the alternate hypothesis should be accepted that is: listening has significant positive on performance of procurement.

#### 4.11 Discussion of the Research Findings

Majority of the respondents strongly agreed that in their institution listening enhanced participation of employees for service delivery and allowed access to relevant information and passing effective information to fellow staff members. Lengel, (2013) in his research on the importance of listening indicated that the most effective leaders know when to stop talking and start listening. He further indicates that listening keenly; managers can ascertain that each employee is working towards a specific objective. The listening skills as well aids managers in recognizing and addressing conflicts much earlier and help in facilitating healthy working relationship among the employees.

### 5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Summary of Findings

The study findings indicated that there were effects of listening on services delivery at the Kenya Police Service-Kisii County Headquarters which among them enhanced participation of employees for service delivery, allowing access to relevant information and passing effective information to fellow staff members, allowing for participative environment amongst employees for service delivery and enhancing flexible interaction with the executives in the institution

## 5.2 Conclusions

The study concluded that listening enables communication exists in all societies and is essential to the functioning of institutions within societies. As such, an individual's implicit; communication theory refers to beliefs held about how leaders behave in general and what is expected of them. This was established through different types of communication practices that were applied at Kenya Police-Kisii County Headquarters which among them were upward, downward and horizontal.

## 5.3 Recommendations of the Study

Kenya Police Service-Kisii County Headquarters should adopt effective communication practices through listening to improve on service delivery in their institution. This could be enhanced through the human resource department which should initiate training programs for its employees on effective listening skills in order to enhance participation and good working relationship amongst staff members.

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