

**STRATEGIC REFORM PRACTICES AND SERVICE DELIVERY BY KENYA
POLICE SERVICE IN HOMA BAY COUNTY, KENYA**

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DECLARATION

I declare that this project is my original work, has not been presented for a degree in any other University. No part of this project should be copied, reproduced, or published without my own consent and without that of Kenyatta University.

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DEDICATION

I dedicate this project to my son –Myles Davis and my mother – Maren Akinyi and the entire Odhiambo family. You are all amazing, and I owe this journey to you.

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ABBREVIATIONS AND ACRONYMS

AP	Administration Police
APS	Administration Police Service
IPOA	Independent Policing Oversight Authority
NACOSTI	National Commission for Science, Technology, and Innovation
NPS	National Police Service
NPSC	National Police Service Commission
OCS	Officer Commanding Police Station
OCPD	Officer Commanding Police Division
RBV	Resource Based View
SD	Service delivery
SERVQUAL	Service Quality model
SPSS	Statistical Package for Social Science
TSC	Teacher Service Commission

OPERATIONAL DEFINITION OF TERMS

- Communication reforms:** It refers to changes made at the police stations and work spaces such that there is free flow of information. It entails open communication culture and systems that relay information and feedback is received.
- Oversight reforms:** It refers to changes made in the police service to deal with complaints and allegations made. This is through public participation and engagement and getting help from public oversight bodies so that police do not overstep their boundaries
- Police Accountability and Oversight:** These are measures initiated by the NPS in Kenya to improve the trust and confidence that the public has on the services provided. The initiatives aim at improving service quality offered to the general public.
- Professional conduct reforms:** It involves the attitude and behavior of police while at the workplace. Improving conduct at working spaces can be done through trainings, reviewing performance and provision of tools needed for handling work tasks.
- Reforms:** They are the changes made to improve the administrative mandate of the police to the general public. The changes made help to enhance the services offered by the institutions in an effective and systematic manner

Service: It is a system adopted to supply the public with social aspects needed for living like water, electricity and safety and security. The NPS offers security as a service to the public.

Service Delivery: Refers to efficient and effective services given to consumers. In the police service, delivery of services entails efforts geared to reduction of criminal activities and speedy responses to the people of Homa Bay County. The police officers work to accurately report scenarios and issues

Strategic reform practices: Refer to management functions that are adopted in partial or full terms to turn around organizational activities for improved outcomes. The reforms work to improve the negative perception held by the citizenry towards the police service.

Transparency reforms: It is building trust and confidence with the police service. This is done through openness, social accountability, and participation of the general public and use of digital systems that can record transactions.

ABSTRACT

Service delivered by the national police service has been poor and demands left unmet, hence the demand for reforms as a way of improving service delivery. Therefore, the study sought to assess the effects of strategic reform practices on service delivery by the Kenya police service in Homa Bay County, Kenya. Specifically, the strategic reform practices under study included oversight reforms, professional conduct reforms, communication reforms as well as transparency reforms and how they affected public service delivery by the police in Homa Bay County, Kenya. This study was anchored on Kurt Lewin's change model and supported by core competence theory and theory of human service delivery. The study used the cross-sectional research design and the target population was all the 29 police stations in Homa Bay County and 912 police officers. Through purposive sampling technique 77 senior police officers formed the study's respondent list and stratified sampling technique placed the respondents as per unit, rank and role they handle. Primary data sources were collected using structured questionnaires that were first pilot tested to check for validity and reliability. The Cronbach alpha tests overall result was 0.77, an indication that the questionnaire was fit. The data collection entailed dropping the questionnaires at the police station for filling and the response rate was 89.6%. The data was entered into statistical package for social science for analysis and diagnostic tests. Findings from the descriptive analysis showed mean scores for oversight reforms was (M=3.551), professional conduct reforms (M=3.84), communication reforms (M=3.586), transparency reforms (M=3.705) and service delivery (M=4.065). The correlation analysis results revealed positive relationship between strategic reform practices of professional conduct reforms (R =.755) followed by transparency reforms (R =.593), communication reforms (R =.574); and oversight reforms (R = .27) to service delivery by the police officers. Regression analysis revealed that professional conduct reforms had the highest effect to service delivery ($\beta = 4.108$), the second was transparency reforms ($\beta = 3.027$), the third was communication reforms ($\beta = 2.015$) and oversight reforms had the least effect to service delivery of the Kenya police officers in Homa Bay County ($\beta = 1.022$). The study concluded that 74.9% service delivery of the police officers in Homa Bay County was due to adopting and implementing practices of strategic reforms. The study further concluded that the improved service delivery was due to the strategic reform practices including oversight reforms, professional conduct reforms, communication reforms as well as transparency reforms. The study recommends inclusion of all police officers, the general public and local communities in police reforms for enhanced quality service delivery.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In the present world of globalization, services hold an integral part of the economy in all nations. The government and administrative units work hard to improve and deliver quality services in all government agencies and departments. In essence, service delivery is about providing quality services that respond to the market and clientele needs and expectations. According to Wahida (2016) service delivery is viewed differently from the public sector as it is about social responsibility while in private sector it is profit maximization. Yu Sheng and Ibrahim (2019) define service delivery as creation of value to the consumers of a certain product such as to pique their interest which will lead them to make a purchase. Giri, Shakya and Pande (2018) share that services are intangible products offered to the public and its measure is based on feelings and perceptions, such that there is need to employ the best people who are professionals in their field to deliver the same high quality to the consumers.

Delivery of services within public sector is important as shared by Steiner, Kaiser, Tapscott and Navarro (2018) since it involves utilization of taxes that are collected from all people. Basically, the government runs its functions using public funds hence the need for quality services delivered to the citizenry. Ndubai, Mbeche and Pokhariyal (2016) simply states that service delivery is the right of every citizen and its quality must be assured by the government agencies and departments. In instances where service delivery is poor, then to rectify the situation, the administration and management systems can conduct training sessions for its staff to improve their skills and professional conduct, enact strict measures to adherence to the code of conduct including aspects like transparency and accuracy when handling work tasks and hiring of highly qualified and experienced staff. There might be need to re-look at the organizational structure and culture to reform the organization by developing service-oriented culture and change the

structures using service charters for guiding the different operations of the organization (YuSheng & Ibrahim, 2019).

To attain quality service delivery, organizations and institutions have formulated and implemented strategies that align with the agenda. Service delivery is influenced by structures that allow for transparency and accountability in utilization of resource, participation of stakeholders and citizens, collective monitoring and evaluation and strategy formulation and implementation (Obadha, 2018). This study will consider strategic reforms as a factor that can improve service delivery in the public sector. Strategic reforms is making the necessary changes in the structure, the culture, the practice and functioning of an organization in such a manner as to achieve firm objectives. Jianxing and Yongdong (2017) noted that the reforms must align with the changes occurring in the markets and business operating environments. Strategic reforms is changing the human capital of organizations through trainings and benchmarking with the top performers in an industry or sector. Chesson (2020) realized that whenever there is stunted growth, goods that are not moving for enterprises, poor performances and complaints received from the markets; then it is time to consider reforms that will change the trend of poor performance. The strategic reforms aim at improving performances, meeting the needs of the ever-changing consumers and gaining competitive advantages.

Service delivery in developing countries and especially in the African public sector is reported as problematic despite the efforts by governing agencies to change the trend. According to a study by Brinkerhoff, Wetterberg and Wibbels (2018) on service and citizen perceptions on its delivery in Africa and reports that the quality is still low and in its infant stages due to reasons such as poorly motivated staff, lack of skilled personnel and lack of tools and logistics among others. Service delivery problems therefore put everyone in a controversy of who is responsible for poor/inefficient service delivery in developing countries. However, the observations that if developing countries are to efficiently deliver services, then it should strictly start with the government, political leaders, civil and public servants, and then individual citizens who should ensure that

service delivery is implemented in a right way as planned by rightful/top authorities and according to their needs and right of way (Chesson, 2020).

In most cases, the poor and rural communities are affected the most when it comes to services that are poorly delivered by public sector actors. This is mainly due to unfair and unequal distribution of public resources such as funds. According to Chesson (2020), the urban cities receive huge amounts of government resource allocation as compared to the small, rural, and marginalized areas. As such, many of the African countries cannot deliver quality services to their residents or citizens due to insufficient funds, lack of capacity and skills and little to no motivation by the civil and publicly employed staff. According to Henry, Nantongo, Wagner, Embrey and Trap (2017) supportive supervision and public awareness is needed in Uganda's public sector for purposes of improvement of service deliveries. The researchers argue that when there is an increased public outcry and demand for quality service delivery, then the public sector managers will push their junior staff to deliver the same. On the other hand, Molina, Carella, Pacheco, Cruces and Gasparini (2017) advocate for local communities to monitor the progress of different projects and programs initiated by the government to curb cases of corruption and delivery of high-quality services.

Locally in the Kenyan public services, the delivery has been very poor with key concerns on lengthy queues, delaying of services and bribery and making payments for services meant to be freely given (Ndubai, *et al.*, 2016). The continued bad services given to the public prompted the formation of Huduma centers – a one-stop shop for all public services given to Kenyans. The center was also to bring services closer for easy accessibility by the people such as getting birth/death certificates, business registration and name search, obtaining marriage certificate, passport and driving license. It also works to save on time and costs for the people and improves on efficiencies (Oyugi, 2015).

1.1.1 Service Delivery

Service delivery as shared by Rajasekar (2014) is an important aspect in economic development, but has the lowest scores in many of the developing nations and still the efforts have not borne the expected results. In some instances, nations have formulated reforms to improve the quality of public service as there is a general increase in expectation and demands. The changing demographics and information and knowledge increase have led to higher demands for quality services in the public sector amidst budget constraints and investments (Dabestani, Shahin, Shirouyehzad & Saljoughian, 2017). The citizenry have become more demanding and accustomed to better service deliveries and through that have formed rights groups that demand that everyone access the same standards of services across the public sector. This has pushed the governing and administrative units to reform the public sector, fund more of its activities and improve the management of service delivery units.

Service delivery in poor populations, according to Roy, Lassar, Ganguli, Nguyen and Yu (2015) is largely low and of poor quality. The adoption of technology and involvement of local population is likely to improve services. In developed countries such as Singapore, the quality of services offered to the public is good as influenced by the political and administrative units and supported by social systems. In essence, leaders in nations who are seeking to improve service delivery quality can adopt the service quality model or Servqual model elements and incorporate it into the structure and culture of public service bodies. The servqual model gives service provider critical elements in assessing the services they offer and these elements include reliability, responsiveness, tangibility, assurance and empathy. Tan, Hamid and Chew (2017) mention that if all service providers can abide by the servqual model elements, then the quality of services in all sectors both in government and private sector will be good.

Under the Servqual model focus is on evaluating the perception of consumers on quality level of the services they received from organizations. There should be a link between the expectations and perception of quality service level (Parasuraman, Zeithaml & Berry,

1985). Thus, the services delivered by government and government agencies and the expectations and perceptions of the general public on level of quality services must be aligned. When it comes to service delivery measures by the police service unit, then expectation and perception of safety, security, responsiveness, assurance and reliability are elements adopted from the model as measures of quality services. These elements dictate the attitude and conduct of police service officers in handling their duties, such as to offer quality services to the general population. In addition, public service delivery should include aspects of efficiency, accessibility, and convenience as per the demands of the citizenry (Giri, *et al.*, 2018). There are several ways of attaining high levels of service delivery quality such as trainings to improve competencies and using of modern technologies with public units like call center, web portals and self-service desks.

Under the police service unit, the public service delivery was measured in terms of crime reduction by collaborating with the local community leadership and the members. Community policing comes in handy when it comes to reduction of crime. This is also based on working with other actors in the society like the religious organizations and education institutions to teach the public on values to take and vices to forego. Every year, the national police service realizes the crime ratings and reduction in one aspect can be through professional conduct of the police officers (YuSheng & Ibrahim, 2019).

Another measure of public service delivery is speedy response to situations like the alarms and other emergency situations. How quick the police officers can reach a crime scene and respond to emergency situations like road accidents, fires and burglary cases means better quality of service since they are able to safeguard the people and their property from further destruction (Dabestani, *et al.*, 2017). One of the ways to ensure speedy response is for the police service to have all the needed tools and equipment to perform their tasks and responsibilities. Some of these tools and equipment include running motor vehicles, tracking systems and communication tools.

Service delivery by the police is also accuracy in reporting incidences like statement writing for both the perpetrator and defense and recording incidences in the occurrence

books. This allowed for tracking and tracing of an incidence during audits to encourage correct handling of incidences as per the laws and constitution of the land (Steen, Teles & Torsteinsen, 2017). The introduction of digital occurrence book will ease the work of the police by reducing workload and easing access to the information. It also means that anybody with log in credentials can access the information which increases instances for accountability and transparency by the police forces that has been dogged with shady dealings and mishandling of cases where records go missing thus justice is not delivered to the victims (Obadha, 2018). Recording incidences also works together in openness and transparency when making arrests, investigations, going through the legal process and charging suspects with the crimes that they have committed.

In this study, public services delivery by the national police service was measured in the context of speedy response, crime reduction and accuracy of the police reports and recording of incidences. It also was based on transparent and verifiable arrests, investigations and charging of the suspects for crime doing.

1.1.2 Strategic Reform Practices

Jianxing and Yongdong (2017) define strategic reforms as the changes made to adapt to the evolving socio-economic world through adjusting the trainings, organizational structures, and cultures. Abedi (2018) avert that reforms is making the necessary changes to handle the challenges that face the organization or public institutions. When universities in Ghana had shortfalls in funding, the university leadership identified strategic reforms and measures to manage the situation including revenue diversification, expanding the revenue streams through income generating activities and efficient budgeting measures. Njue and Ongoto (2018) noted that when there is technological advancement, globalization effects, competitiveness, and turbulence in business operating environment; management and leaders in organizations respond by developing and implementing reforms in their strategies and practices. The reforms often focus on leadership, culture, structure, practices and employee empowerment programs.

At the same time, Butfoy (2016) found that declining performance in the firms can be changed by reforming aspects of the same organization. Therefore, the strategic reforms are the actions taken to improve performance and production levels and amend any challenges in the operations of an institution. Reforms are a necessary part of our lives due to the changes that we experience every day. However, Kekez (2019) indicates that coming up with haphazard reforms could be more detrimental and cause more problems than offer solutions. The adopted reforms then must be aligned to the organization's strategy and agenda and implementation program. Strategic reforms also investigate advancing the course and direction in which an organization is undertaking, by looking at what the expectations of the stakeholders are and incorporating that in the decision making across all functional areas of an organization (Njue & Ongoto, 2018).

The value in undertaking any strategic reforms as outlined by Mburugu (2018) is to enhance accountability for public resources, increase transparency and the concept of integrity to avoid loopholes that lead to overrun corruption. Furthermore, as the demands for better service delivery especially in institutions in the public sector, then there is need to assess the structures, the culture, and the systems to change the poor perception of public institutions. The study on prison reforms covered the institutional factors that included organizational culture that enhances transparency, accountability, and integrity; organizational structure that improves communication and human capacity through training and development programs to increase professionalism of the prison officers when they undertake their duties (Amnesty International, 2013).

Strategic reforms are undertaken by different bodies, and as mentioned by Obong'o and Wilkin (2014), the Kenyan government has made reforms in its department and ministries as a way of delivering high quality services to the people. The reforms focus on leadership, policies and practices and partnerships for efficient and effective services delivered to the people. Dean (2014) stated that the reforms can cover matters affecting the work handled by employees in the public sector. The strategic reforms aim at improving the working conditions and creating work –life balance that directly impact on

productivity levels and output. Just as the employees needs are catered to, then they can concentrate on handling their work duties for improve performance and quality of services. Just like the Servqual model where expectations and perceptions are aligned for quality service delivery, Carrion (2016) noted that redesigning work duties and tasks and reforming strategies to align workers' characteristics, the management and organizational goals, resulting in better performance outcomes. The reforms can be implemented in any sector, and this study considered the Kenya police service and the reforms implemented and its effect on service delivery.

Under the police service, reforms take the shape of oversight reforms that is spearheaded by the Independent Policing Oversight Authority (IPOA) Act which deals with complaints that are raised by the public or other police officers. IPOA investigates the allegations and makes recommendations for either disciplinary or criminal action (Administration Police Report, 2017). The oversight reforms are to ensure that police officers do not overstep their boundaries and authority given to them under the constitution. The oversight reforms can also be achieved through increased public participation that work in collaboration with the police service and international oversight bodies like Amnesty International and Human Rights Watch among others (Skendaj, *et al.*, 2019). There are several bodies formed to play oversight roles in government business, Onyango (2020) further noted that reforms in policy and legislation work towards improvement of the services that are delivered to the populations. Effective reforms demand the inclusion of all stakeholders and in this case, focus is on citizen participation in all stages of formulating and implementing the reforms. Mkasiwa (2019) shared that reforms work to get all stakeholders' opinion when making changes to operations and functioning of the government. Brown (2018) stated the need for public and citizen participation and inclusion of both local and international oversight bodies to ensure that the government delivers on its mandate and quality services are delivered to the citizens.

Another strategic reform practice is professional conduct, which is defined as the behavior of people at the workplace based on their attitudes, appearances and manners. Poppe (2021) assert that it covers the way one speaks, look, acts and make decisions concerning different aspects of the work assignments. Gajić (2017) aver that it involves how an individual employee treats the supervisors, the work colleagues and customers. Thompson and Payne (2019) stated that police officers must behave in a professional manner to legitimize their trade and also offer their services to the general public citizenry in a fair and equitable manner. The reforms to enhance professional conduct are based on the training programs and its curriculum that will prepare the staffers for the work environment. It will also communicate to new employees the do's and don'ts' of the workplace to ensure harmony and a good working environment with high outcome. Furthermore, Obadha (2018) noted that the training must cover content that is relevant to the present societal issues, ethical and integrity of staffs and investment in work-life balance aspects to motivate the service men and women. Aywekanbe (2020) revealed that for the police service officers to behave in a professional manner, they must be given the necessary equipment and tools of trade such as modern police rifles, modern transport fleet, housing and insurance and machines like fingerprint matching machines to ease their work roles.

Communication at the workplace is important as it conveys information on handling tasks and helps to avert and eliminate problems for better performance. Men and Yue (2019) noted that when people and teams at the workplace fail to communicate, it results in poor performance, low morale and motivation to work and conflicts. Communication is about passing of information using different mediums and channels and it can be instructions, feedback and report on the progress of different programs (DeVito, 2019). Communication that covers internal and external aspects ensures that there is coordination of security and safety activities perform by the different police units and departments (Abedi, 2018). The reforms investigate adopting modern communication equipment, like smartphone usage, tracking devices, two-way radios, paging systems and emergency call numbers like 999, 911 or 112. The feedback mechanism allows for police

service leadership to hear what the junior officers desire and what the public demands from them. Communication is one of the ways to reduce crime rate by reporting it, increasing efficiency service delivery through collaborative efforts and partnership between the public and police service officers (Newnam & Goode, 2019).

On transparency reforms, Roelofs (2019) noted that it aims at generating greater confidence in the governing units and administrative units to deliver services to cater for the needs of the public. Carrion (2016) shares that transparency builds the confidence of the public in the reigning political power and governance to handle their problems as well as formulate policies and systems to improve the socio-economic lifestyle of the people. Transparency means that public goods are efficiently used to cater for the needs of the public, such that there is no wastage, loss and theft (Ingrams, 2018). The transparency reforms will help reverse the negative perspective that the public has on police service. Over the years, the Kenyan police officers have had questionable actions when it comes to transparency and openness on handling crimes in the country. Many people from the public could not trust that the police officer handling their case will be honest, truthful, and transparent (Ayieko & Gitonga, 2020). This background is the basis for transparent reforms that investigate use of digital police occurrence book (OB), police officers working in pairs for each case, use of body cameras with video options to record their activities and voice and community police aspect where local communities are incorporated in policing activities.

This study concentrated on oversight reforms, professional conduct reforms, communication and transparency reforms as main aspects of strategic reform practices that aimed at improving quality of services delivered to the public by the police units.

1.1.3 Kenya Police Service

This is a unit that is formed and established in the constitution of any state to perform policing activities and protecting the public masses and their properties. It also works in crime prevention, detection, and investigation (Soss & Weaver, 2017). The Kenya Police

Service (KPS) was formed by a Parliamentary Act for purposes of maintaining law and order, protection, peace preservation, apprehending criminals and enforcing law (Chapter 84 Laws of Kenya, 1997). The Kenya Police Service vision is having a dignified service and this is achieved by training and re-training officers to understand and apply the constitution.

The NPS is headed by Inspector General, and the service is divided into formations as either Kenya Police or Administration Police which has regional, county, sub-county and police stations that are spread across the country. Each administrative unit is headed by a command unit who reports to their immediate boss until it reaches the top to improve service delivery across the nation (Mutua, 2016). The NPS is often rated poorly in terms of service delivery and also tops in corruption as based on the bribery index report in East Africa. Kenya had 35 out of 115 institutions dealing with corruption. The police service has seen an increase in corruption index from 77.7% in 2011 to 81% in 2016. All the East African Countries had listed police service as number one in corruption (The Star, 22 October 2016).

According to the Administration Police Report (2017) the adopted reforms aim at transforming the service for quality delivery of services to the Kenyans. The reforms covered developing infrastructure, skill capacity of the police officers, availing tools and equipment to the service and addressing the socio-economic factors the police go through. If these reforms are actualized then the NPS will have better days in future. The reforms started back in 2009 by changing the name police force to national police service that sought to improve on transparency, accountability, professionalism, and quality service delivery to the public.

The reforms are in response to demands by the public for better service delivery and improving the public perceptions of police service to be a friendlier people-centered institution. The reforms also aim at changing the narrative of police officers serving the interests of the rich and political class in the country while neglecting the poor public. The reforms are expected to usher new spectrum in the NPS and are based on culture,

people-management, partnership and linkage and addressing infrastructure gaps (Mageka, 2015). Adoption of the strategic reform practices that cover the oversight reforms, professional conduct reforms, communication and transparency reforms and will respond to the challenges and issues the police officers which include cases of officers' involvement in corruption and bribery, human rights abuses, police brutality, misuse of power and even involvement in crime. Other challenges in service delivery include disappearance of police reports, poor investigation and documentation and participation criminal activities and police extra-judicial killings.

1.1.4 Kenya Police Service in Homa Bay County

Homa Bay County is one of the 47 counties in Kenya, located at the south side of Nyanza and borders Lake Victoria. The county has seen an increase in its population numbers and as the food production levels drop due to climatic changes, there was increase in insecurity cases and criminal activities. The farming community has seen increase in poverty levels as food production is declining. These features call for increase in policing and administrative units like police stations and police posts as well as enforcement of community policing initiatives.

The main challenge that the residents of the county face is increase in delinquent behaviors by the young people like impregnation of school-going children by fishermen and this calls for detection, investigation, and arraignment of the perpetrators. The area also faces issues with backward cultures that allow marriages for young girls and little education that has increased crimes in the area (Handa, 2021). The police have also been accused of brutality especially when enforcing the curfew due to the corona-virus pandemic and using excessive force while handling political activities and corruption within the County corridors. The national crime research center report of 2020, shows that Homa Bay County suffers from crimes with common crime types being stealing (86.4%), illicit brews (79.1%), theft of stock (64.5%) and break –ins (71.8%). Other criminal activities include possession of narcotics at 32.7%, murder at 25.5% and attack with bodily harm at 19.1%. The high poverty index has largely contributed to the crimes

and the police response has been abysmal, with reports of corruption, officers abetting crime and protecting criminals and late response to calls, accidents and emergencies.

This then calls for reforms in training for the police officers in the area to find ways of incorporating the cultural practices with law enforcement, increase communication channels to ensure there is coordination between the departments and the law enforcement agencies and the local communities (Dubord & Griffiths, 2021). The reforms will also lead to increased transparencies and accountabilities measures taken by the police officers and create a conducive environment for economic development. According to Kenya Police (2015), their main role is to provide a good working environment for improved economic activities and quality of life. The police are considered successful if the crime rates are declining and there is maintenance and observance of the law that builds the confidence and trust of the public.

1.2 Problem Statement

In Kenya, there has been a public yearning for reforms of the Kenya Police Service to transform it such that the people and their properties are safe and secure. The institution must also be efficient, accountable and the members behave in a professional manner. But according to Dwyer (2020) in re-imaging the police service, the successful governments have been using the police force as a tool to silence dissident voices, consolidate their power and to perpetuate their leadership. Due to the external and internal pressure, there are efforts by the Kenyan government to make reforms in policy and practice. But, the reforms have brought no meaningful change in terms of efficiency in service delivery.

There has been a decline in delivery of services to the public by the Kenyan public service and the provincial administrative units later renamed National Government Administration. The citizens have not been satisfied with quality of the delivered services (Wahida, 2016). The issue with quality is linked to structure and mandate in service delivery which concentrates on complying with the developed process rather than the

services given to the populations. Further, the poor deliveries are constrained when workers have to answer to many bosses who hold different values and agendas that maybe conflicting (Ndubai, *et al.*, 2016).

The World Bank Report (2016) rated the NPS as the first institution with the largest number of citizen complaints as it grew from 45% to 60% in 2015. The National Police Service (NPS) is top on the national bribery index at 68.7% meaning that only two in very ten persons do not pay bribe (Transparency International Kenyan Report, 2017). According to Buya, Simba and Ahmed (2018) those who cannot afford to pay a bribe are likely not to be served by the police and if they receive the services, it will be delayed. KHRC (2017) reported affirmed the poor performance of the police service as more than 75% of citizens had to bribe police officers for them to be serviced and 53% indicated dissatisfaction with case handling. The Ipsos - Synovate survey in (2016) shows that 58% of the reported crimes in 2015/16 were poorly handling and managed as there were convictions for the perpetrators of the crimes.

Several studies on strategic reform practices and service delivery have been done including Engel, McManus and Isaza (2020) in the study on best practices for police reforms to reduce officer-involved shootings. The study calls for evidence-based policing, scientific testing, and response to critical issues to reduce police officer shootings. The study was done in America creating contextual gaps as the challenges facing the police officers and public in the Kenya and USA are different. Mensah (2018) on assessing the training practices in police service, noting that training curriculum increases professionalism. Furthermore, the training coves basic officer skills, IT and communication skills, police science and legal studies to improve service delivery. Empirical gaps were created as the study focus was only one area training and linking it to service delivery. Mutugi (2017) focused on strategic change management practices and Kenyan police service performance. The findings show the strategic plans cover the 2008-2012; 2013-2018 and 2015-2019 based on top management support, use of modern equipment and systems, increased training schedule and stakeholder participation to

improve performance. Conceptually, the study covers the changes to be made to improve performance but does not focus on the police reforms and its impact on service delivery. Methodological gaps were based on the fact that secondary data sources were applied in that research.

The gaps in service delivery as evidenced by the different reports show that despite the initiated police reforms that are anchored on the four pillars had unimpressive results. This study therefore undertakes to investigate specific reform indicators to find out if the reforms on transparency, accountability, oversight, professionalism, and communication will improve service delivery to the public. The empirical studies also created knowledge gaps in terms of context, concept, and methodologies, as such there was need to fill the gap. This study filled the gaps in practice and literature by assessing the effect of strategic reform practices on services delivered by the police services in Homa Bay County, Kenya.

1.3 Study Objectives

1.3.1 General Objective

The main objective of this study was to investigate the effect of strategic reform practices on service delivery by the Kenya police service in Homa Bay County, Kenya.

1.3.2 Specific Objectives

The specific objectives guiding the study included:

- i. To assess the effect of oversight reforms on public service delivery at the police service in Homa Bay County, Kenya
- ii. To determine how the professional conduct reforms affect public service delivery at the police service in Homa Bay County, Kenya
- iii. To assess how communication reforms affect public service delivery at the police service in Homa Bay County, Kenya

- iv. To examine how transparency reforms affect the public service delivery at the police service in Homa Bay County, Kenya.

1.4 Research Questions

The study was guided by the following questions:

- i. How do oversight reforms affect public service delivery at the police service in Homa Bay County, Kenya?
- ii. How do reforms in professional conduct affect the public service delivery at the police service in Homa Bay County, Kenya?
- iii. How do communication reforms affect public service delivery at the police service in Homa Bay County, Kenya?
- iv. How do transparency reforms affect the public service delivery at the police service in Homa Bay County, Kenya?

1.5 Significance of the Study

The research is of value to these stakeholders, including the Police Service in Kenya, the National Government who make policy and regulations and the academic sector. To the Police Service in Kenya, the study results will share information on issues with service delivery to the local Kenyans and enhance lead to corrective measures being taken. The recommendations that will be generated will guide the police service leadership on how best to implement the current strategic reform practices to increase service delivery. These strategic reform practices are instrumental to modernizing the police forces and ensure they deliver their services in an effective manner or else there is chance of increases in crime rate in the country.

To the national government as the regulator of the security unit in the country, the oversight bodies like IPOA and security consultants and experts; the study will share the areas lacking in service delivery and hence give suggestions on policy recommendations and direction on what policies and reform practices that these stakeholders can push for

in policy to improve on quality of services by Kenya police service. This study will be beneficial in policy formulation, improvement, and execution for improved service delivery.

To the academic fraternity, the study value will be to future researchers through expanding literature on strategic reform practices. The study will also expand the theoretical foundation and use in future researches by gaining insight on how to implement changes and reforms through adoption of the Kurt Lewin change model. The theoretical foundation is also based on improving organizational competencies through insights gained from core competence theory and improving service delivered to the people by assessing elements of the theory of human service delivery. In addition, the present study can be a source of referencing material and literature for future studies, besides suggesting areas where future research studies can be conducted in.

1.6 Scope of the Study

The study concentrated on determining the influence of strategic reform practices on delivering services by the police service in Homa Bay County, Kenya. Specifically, the strategic reform practices that were covered include oversight reforms, professional conduct reforms, communication reforms, and transparency reforms to improve public service delivery. The study was anchored on Kurt's change model, core competence and theory of human service delivery. The target population was 29 police stations, while the unit of analysis comprised 77 respondents. Structured questionnaires collected primary data and it was pilot tested and content analysis and Cronbach Alpha's reliability test was done to ensure valid and reliable instrument for data collection. The time scope covered was three years (2018-2020); from 2018 at the commencement of implementation of the police reforms up to 2020 at the start of this research study.

1.7 Limitations of the Study

During the data collection process, there were issues where respondents were unwilling to take part in the study, since the respondents were the police service men and women who had an issues with authority, confidentiality, fear of intimidation by their bosses and information sharing. To curb these issues, the researcher sought permission from the police bosses in Homa Bay County before conducting the study. The researcher also used the approval letter from the university that outlined the information sourced and the purpose stated as for academic purposes only. There were assurances of anonymity of the respondents as no names or labels were needed when filling the questionnaire.

The police officers are busy working 24/7 and hence getting them to fill the research instrument posed a challenge and hampered the progress of the research. To mitigate this, drop-and-pick later method was adopted to allow the police officers one week to fill the questionnaire before coming to collect them for analysis. Each questionnaire had the contact details of the researcher at the top, such that the respondents could call for clarity on any issue in the questionnaire.

1.8 Organization of the Study

The study is organized into five chapters. Chapter one contained the background information on the study topic, followed by the problem statement and objectives that are both general and specific. It also showed the benefits of the study to several stakeholders and the scope and limitations of the study. Chapter two delved into theoretical framework, the empirical studies, the empirical gap, and the conceptual framework. Chapter three covered the design that was used in the study, the target population, the sampling design, and the sample size of the respondents that were adopted by the study, the instruments that were used in data collection and its procedures. The last section covered analysis and presentation of the findings and ethical conduct applied by the researcher. Chapter four shared the findings and results from the conducted analysis and it were presented in tables, charts and prose for the discussions. Chapter five present

summary of findings, the drawn conclusions, recommendations and suggestions for further research.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter gives an evaluation of existing literature focusing on theories that anchor the study, the empirical literature, and their summaries. It also explored the research gaps and how this study was able to fill it and concluded with conceptual framework that links the study variables.

2.2 Theoretical Literature Review

The study variables are anchored on the Kurt Lewin's change model, and supported by the core competence theory and theory of human service delivery, which are discussed in the next sections:

2.2.1 Kurt Lewin's Change Model

The change model was proposed by Lewin (1947) and operates on three clear steps – unfreezing, changing, and refreezing and used in organizations to understand the change process. The model is also based on understanding that change is needed for improving performances and used to explain the change models in organizations (Cummings, Bridgman & Brown, 2016). Step one is unfreezing that has a likelihood of resistance and hence any changes, adjustments and reforms is likely to fail. Unfreezing stage is where the organization creates awareness on the reforms to come and the need for the changes. The management in the organizations spread the message and share information on the current processes and systems and their shortcomings and the need to assess the modern processes. They also discuss how the change process will be undertaken to increase productivity and deliver high quality services (Cummings, *et al.*, 2016). The unfreezing phase can only be successful with excellent communication skills and channel for information sharing.

The second phase is the process of transformation, reforms and change and concentration on implementation; at the start there are challenges and struggles as people try to adapt the changes and facing fears and uncertainty. Levasseur (2001) in people skills also noted that education and communication are important to encourage continuity of the change and reform changes and the managers must carefully plan for it and inform their subordinates on everyone's role and the benefits that can be achieved. It expresses what the national police service can do from the leadership at helm of the security organ in adjust the professional conduct of police officers through trainings and reviews. The leadership should clarify what each officer should/should not do to ensure improved service delivery to the public.

The last phase is refreezing where efforts are made to reinforce and stabilize the changes and reforms and ensure it sticks. The new situation and behaviors must be incorporated into the new operations of the organization. This stage calls for oversight where there is monitoring, tracking changes and reviews to ensure that the new behaviors are maintained and can be achieve through rewarding positive behavior and punishing bad and negative behavior (Manchester, *et al.*, 2014). The theory anchors the variable on oversight reforms by findings ways to reinforce and maintain the new behaviors; such that when police officers have been trained and there is a shift in how they handle their tasks, then evaluations, reviews and tracking of progress under oversight roles should be undertaken.

Critics of the model share that its implementation can be time-consuming especially the start at the unfreezing stage, there is need to trend carefully due to the emotional issues that employees may face, and large support is needed in the last stage. The theory explains the variable of oversight reforms and how it can be implemented at the national police service sector to improve the service delivery. The oversight reform is used to reinforce the learning behavior process by the police officers to improve service delivery and is the first variable.

2.2.2 Core Competence Theory

It was forwarded by Hamel and Prahalad (1990) and it works to showcase the actions that organizations and business entities take to identified new opportunities to grow the business and gain competitive advantage. It also harmonizes the resources, skills, and capacities of the organization in such a manner to be unique and gain competitiveness. Ljungquist (2008) shared that the core competencies are based in three criteria potential for access to wider market options, contribute significantly to the customers and market benefits and inability to easily be imitated by other market players and competitors.

The three core competencies that an organization can use is communication as the first one and Iornem and Adikpo (2020) share that it includes skills, knowledge and experiences that are shared to others in the organization and leads to development of new ideas that help in satisfying the needs of the market. Communication competency is fundamental in large organizations to share information that increases productivity. This is line with the variable on communication reforms to improve performance of the police officers by sharing information on the work and responsibilities such that they can deliver higher quality services to the public.

The second is thinking competency and according to Gupta (2013) that covers the knowledge, skills and processes we associate with intellectual development. It further includes cognitive awareness, specific thinking skills and mind and its thoughts to understand impact of competencies in improve service delivery and lastly personal and social competency that investigates personal competencies that help individuals find their purpose in life and set a path to achieve it. The theory has been critiqued for limiting the capability for firms to adapt to changing environments. Schaupp and Virkkunen (2017) shared that the theory focuses on core competencies without consideration for other approaches that can be employed to improve performance and productivity. The theory focuses on the core competencies and ignores the human element which can disastrous for service-based industries. When organizations strictly adhere to the elements of core

competencies theory for outsourcing all the non-core activities; it becomes over-zealous and impractical to manage that in the long-run.

The theory is ideal in exposing social elements and competencies of the police service in delivering quality services to the general citizenry and population. By looking at personal and social competencies, the police officers can transform the service through adopting transparency and accountability reforms that will help the officers to serve the public better. The theory anchored the aspects of communication and transparency reforms within the police service to deliver quality services to the public. The theory was linked the objectives on communication and transparency reforms.

2.2.3 Theory of Human Service Delivery

The theory was proposed by Greene (2011) and it contains systems and agencies that offer professional human services such as education, social welfare and mental health services. The services demand direct interaction between the service providers and clients and thus measured the effectiveness of the offered services and its quality (Greene & Kropf, 2011).

Effective service delivery is dependent on the worker and for the individual to performance such duties they must showcase certain personal attributes that include proper communication, aspects of patience, care and concern for the welfare of the clients. The case is dire when it comes to service-based companies and service industry as performance largely depends on quality, capabilities, and efficiency of the human resources. According to Thyer, Dulmus and Sowers (2012) understanding the behavior and motivations that dictate their activities will led to provision of high-quality services.

The theory is critiqued as being unrealistic and impractical to realities in organizations, as the stated systems cannot account for human behaviors and dispensation. For employees of an organization to perform, there is need to consider the working conditions, the mental and health condition and elements that deal with work-life balances for the

employees. Bloom and Farragher (2010) noted that in most instances productivity of the employees has strong ties to working conditions and the disposition of the employee. The theory assumes that attitudes of employees and work situation co-workers have direct consequences to outcome, but still fail to consider the client or the market acceptance or refusal of products and the worker-client relations.

Service delivery is about identifying the problems that customers or the market or the public has and employing problem solving mechanisms by human capital. First is to identify the problem and find mechanisms for intervention to resolve the issue. This calls on the human behavior to be responsive to the issue, have sufficient skills, knowledge, and experience to handle the issue and learning allows for the people to avoid the same issues and problems (Greene & Kropf, 2011). The theory is of beneficial to organizations that seek to solve market and customer problems and improve service delivery as it exposes the motivation and measures of human behavior. This theory is relevant in this study by exposing how best to incorporate the police officers behavior and the modification of their behaviors in such a manner as to improve delivery of services to the general public. Trainings and learning programs are essential to increase quality of service delivery and increase the number of personnel such that more public masses can be attended to. The theory anchored the dependent variable of the study on service delivery.

2.3 Empirical Literature Review

The section reviews literature that linked the four study variables of oversight reforms, professional conduct, international and external communication, and transparency reforms to public service delivery. This was captured in the subsequent sections.

2.3.1 Oversight Reforms and Service Delivery

Skendaj, Babunski, Milivojevic and Bytyçi (2019) carried out a study on international organizations on oversight role in the police reforms in three nations that were part of the Yugoslav state. The nations were Serbia, Kosovo and Macedonia. The study collected

data using surveys, interviews and focus group discussions on police reforms as based on local ownership and international oversight. The study findings showed people perceived the trained police forces that created by internationally formed oversight bodies to be legitimate and capable to handle police issues rather than the forces created and trained by the local ownership bodies and groups. The study creates contextual gaps as it compares police forces in Kosovo, Macedonia and Serbia and findings may not apply to the police force in Kenya. The conceptual gap is such that international oversight is compared to local ownership and there is no mention of public service delivery. Filling the created research gap involved linking oversight reforms to public service delivery in Kenya.

Brajaktari (2016) conducted a study on citizen engagement in their role in oversight practices for public officials in public service delivery. The study findings revealed that in the last few years, citizen participation initiatives had increased like citizen satisfaction surveys on public service delivery, consultations in the planning and budgetary allocations of public funds, social audits, and inclusion in committees for community development. Further, the findings showed that citizen engagement contributed greatly to poverty reduction and achievement of developmental outcomes, and this is achieved through partnership of public officials and citizens in pursuing similar goals. Conceptually, the study looked at only one aspect of oversight reforms-citizen engagement and incorporation of public officials in public service delivery. Methodological gaps are created as the study is unclear on how data was collected and analyzed to get the findings and conclusions.

Mkasiwa (2019) conducted a study on oversight reforms by the parliament members in the republic of Tanzania to assess the budgetary oversight roles by the Tanzanian parliamentarians based on the new 2015 budget Act and its influence on budgeting cycles. The study employed analytical concepts to explore the budgetary changes and how these reforms have been implemented. The researcher collected data from interviews, review documents and video clips and analyzed the data using the thematic

approach. The study findings revealed that the new budget act and budget cycle conflicted with political, institutional, and power elements and the parliamentarians had to modify some aspects of the budget. The findings also showed that budgetary oversight roles were due to institutional pressure and hence the oversight role of the parliamentarians could not be sustained for long. Contextual gaps are created since the study was done in Tanzania and accounting sector and conceptually, the budget oversight is not linked to service delivery. Filling the gaps involved conducting a similar study on oversight reforms in Kenya and linking oversight reforms to service delivery.

2.3.2 Professional Conduct Reforms and Service Delivery

Kennedy, Reast, Morrow, Bourke, Murphy, Arnett, and Bradley (2019) conducted a study that sought to improve professional conduct and competencies of Irish pharmacists. The findings showed that from almost 3,000 pharmacists who had enrolled in ePortfolio and participated in ePortfolio Review by April of 2019 in the first three years, 96.2% showed an increased and improved engagement in continuous professional development and those who did their reviews in the last two years, 97.5% showed the required standards of competence and professional development. It was concluded that engagement in continuous professional development through continuing education led to improved competency for the professionals. The study creates contextual gaps as it was based in Ireland and in the healthcare sector with pharmacists as subjects and conceptually, professional development is not correlated to service delivery. Filling the gaps involved covering professional development and influence on delivering services by the Kenyan police

Njuguna, Ndung'u and Achilles (2015) study was on institutionalizing the Kenyan police professional reforms and what lessons are learned from the 2012-2015 period. This brief from the three-year program reveals that collaboration between the partners (program partners, local community members and national police service) led to improved service delivery. It also revealed that community security approach led to safer world for locals and community and police engagement and consultation of improved service delivery.

Methodological gaps are evident in the study in that the study was based on two programs that run for three-year period hence cannot inform on professional conduct of police, thus, the need for detailed analysis in linking professional conduct reforms and service delivery.

A study by Thompson and Payne (2019) examined how to increase professionalism and legitimacy in the Ireland police forces and through education and training of the police officers. The study revealed that when the police service members have professional learning up to university level, this led to increased legitimacy of the police and service and helped their professional conduct. Findings also showed that education and training led to better police culture and helped to build collaborative structures with public for enhanced community policing. The conclusions showed that police ethics and culture were still lacking and thus recommendation for increased professional learning and education was called upon to improve police service delivery. The study created contextual gaps as it was done in Ireland and its police service and conceptual gaps since it failed to mention how training and education as aspects of police professionalism and legitimacy can improve public service delivery in Kenya. Filling the study gaps needed conducting a similar study but in the Kenyan context and correlating professional conduct and service delivery.

A study by Gajić (2017) investigated professional conduct and capacity building reforms in the Kosovo security sector, by analyzing the security sector in the country for two decades and evaluating the approaches that international communities have taken in elevating activities for public service deliveries. The study revealed that professional conduct and capacity building in the security forces should be based on conditions and issues in the society; the public should help the security actors to respond accordingly to the present concerns and situations. Contextual gap is created in the study as it was done in Kosovo and its security sector hence the findings may not apply in the Kenyan context.

2.3.3 Communication Reforms and Service Delivery

Soi (2017) conducted research on the role of internal communications reforms on delivering services at the Teacher service commission using Information Communication Technologies (ICT). Use of ICT systems has led to increased demands for information sharing as well as enhanced quality of the delivered services. The study collected data from TSC secretariat and sampled 50 public schools in Nairobi County. The study made these conclusions that with adoption of ICT practices, TSC can deliver better services to its members. Contextual gap were is such that the study was based on TSC as a government established commission and its findings may not apply to other sectors like the National Police Service. Conceptually, communication is viewed as part of information communication technologies (ICT) and there is need to concentrate on communication using technology and correlate it to public service delivery.

A study by Joseph (2016) investigated the impact of effective internal communication improvement tools on effective service delivery within the national judicial institute of Nigeria. The study noted that communication is at the core of any organization and to realize effective service delivery, the communication skills must be efficient between staff members at the same level to adopt horizontal communication system and between senior, middle and junior judicial staff members to apply vertical communication. The findings revealed that effective communication is key in ensuring collaboration, cooperation, and productivity at the Nigerian judiciary system. The study creates contextual gap as it was done in Nigeria and in the judicial services sector. For ease of applicability of findings and recommendations for practice, a similar study was conducted but based on communication and public delivery of services by the police in Kenya.

Pomfowaa and Agyekum (2018) undertook a study that which was seeking the influence that effective external communication reforms on quality service delivery while covering the public academic libraries in Ghana. Descriptive survey method was applied and obtained the study's sample size of 148 using purposive and simple random sampling

methods. The library staffs were obtained from the three public universities in Ghana. Information was obtained based on structured research questionnaire and analyzed using SPSS software. The study findings showed that oral communication dominates the information and data sharing and delivery mode within the academic library, this is despite the growth and advancement of technology. The findings also disclosed that information at the academic libraries has always been vertical –from the top managers to the subordinates. The study creates contextual gaps since it was done in Ghana in the education sector with its library services, therefore more studies in different sectors can be done to expand literature and make recommendations for practice. This study filled the research gap by linking communication reforms with public service delivery at the Kenyan police service.

2.3.4 Transparency Reforms and Service Delivery

In their study, Read and Atinc (2017) examined the influence of transparency reforms for accountability on service delivery in the education systems, by adopting the variables of transparency, accountability, and citizen engagement. The information collected gave insight on the processes and mechanisms for reforms and the data was compiled, synthesized, and categorized to understand the intensity of the interventions. The report showed that reconciling literature on measures for improvement in delivering services, engaging of the citizens that worked to enhance accountability and transparency to provide sector-specific evaluations and interventions for the education sector. The study is limited in that it is unable to make definitive findings, conclusions and recommendations on transparent and engaging citizenry and improving deliveries for services in the education sector. The context is education sector hence the findings might not apply in other sectors such as security and policing.

Saengchaia, Sriyakulb and Jermstiparsertc (2020) investigation was on linking e-Government with citizen satisfaction through transparency, accountability and transformation of government and the focus was on Thailand local governments. The research findings established that that transparency cannot be effective unless there is

accountability as the two elements go together. Results showed direct links between public service delivery and accountability. Further, the findings showed that transparency only works when information is available, accessible and can be actionable and later there is a system to account for all the process and there is room for checking it. The gaps were in context as its background is in Thailand and conducting a similar study with the Kenyan background will allow ease in application of the findings. Methodologically, the study is unclear on the data sources, how it was collected and its analysis before the establishing the nexus between the elements; filling the gap involving stating the sources of data, collection procedures, analysis and drawing of the conclusions and recommendations.

Waddington, Sonnenfeld, Finetti, Gaarder, John and Stevenson (2019) studied the influence of citizen engagement as a measure of transparency on public service delivery in lowly and middle-level income nations. The concentration was on participation, inclusion, transparency, and accountability initiatives based on efforts made by the government to increase citizenry participation in making plans, managing and offering oversight actions for public service delivery to influence the access to quality. The study examined 35 citizen engagement programs in the nations that actively promoted citizen participation in main areas of inclusivity for the marginalized groups, transparency and participation and access to info as well as improving accountability through feedback and monitoring processes by the citizenry. The results showed that adopted interventions for citizen engagement allow for direct connection between service providers (government) and service users (public). The engagement has led to improved access to services and the high qualities of the services provided. The study created contextual gaps since it did not mention how citizen engagement using the four phases led to better public service delivery. Critically, the low and middle-income countries do not phase the same elements hence a need to conduct other research to separate the two types of countries and it was also unclear if these countries were in one region i.e., Asia or Africa since their situation in relation to citizen engagement may not be compared.

Ljungholm (2015) investigated the influence of transparency reforms on public sector performance. The study explored the objective of transparency in public involvement as they deliver government services to the public and effects on transparent, participation of citizens and delivering services. The study documented that enforcement of transparency procedures within the public sector leads to decreased corruption and encourages citizen involvement and participation which leads to social accountability that augments public service delivery. The study creates methodological gaps as it does not show sources of data, how it was analyzed, and it based on what sectors of the economy and which public sector. Filling the study shared on the source of data, its analysis and basis of the study.

2.3.5 Strategic Reform Practices and Service Delivery

Ayieko and Gitonga (2020) study was on police reform practices and its effect on delivering services in Machakos County police headquarters and covered the attempts to reform the police force that was characterized by using excessive force, police officers had insufficient training to handle emerging situation and biasness. Service delivery was viewed as the ability to offer services that add value and meets the expectations of public and citizen preferences. The study focused on reform practices and elements of personnel financial and legal reforms and how they affect service delivery. The study targeted 110 senior police officers from the Kenyan police service and collected data primary data using unstructured research tools and secondary ones from literature on police reforms. The findings revealed that personnel reforms, financial reforms and legal reforms had affected service delivery to a great extent. The findings also showed that personnel, financial and legal reforms had significantly influenced the delivery of services by the police within Machakos County. The study concluded that service delivery improved after introduction of police reforms in Machakos County.

Kekez (2018) investigation was on public service reforms under the Croatian social police as an explanation for variation in service delivery. Focus was placed on social services delivered to Croatians in the last two decades and its measurement done based on participation of people, effective and efficient services. The public service reforms

worked to expand the network for delivering services. The researcher collected data by interviewing policy-actors and reviewed official government documentation in explaining the outcome of service delivery before and after the reforms. The paper revealed that the variation in social services provision and capacity of the political leaders who used their capacity and reforms to allocate public resources and opportunities. Before the reforms were initiated, the political parties and administrative units could manage service delivery outside the institutional setting and after there was integration of political patronage that improved the quality of service delivered to the citizens.

Topister (2021) study was on strategic leadership practices and its influence on implementing reforms within national police divisions. The focus was on the on-going reforms being implemented by the NPS and the Nairobi City County police divisions. The strategic leadership practices assessed included empowering employees, building teams, mobilization and utilization of resources and leadership aspects and its influence on reform implementation at the national police division. The study population was 445 police leaders and through multi-stage sampling, the sample size was 146 respondents was arrived and they filled the questionnaire. The study established that the practices of strategic leadership including employee empowerment, teamwork and resource mobilization significantly affected the reform processes and its implementation. It was also found out that visionary leadership had no effect on reform implementation. Further results indicate that strategic leadership practices was inadequate in reform implementation, hence the need to make adjustments and improvement on aspects of strategic leadership practices. The study did not link reforms practices to service delivery, this creating research gaps that were in the form of the concept.

Muthigani and Njagi (2018) study was on strategy interventions and reform implementation in public health facilities. The researchers noted that implementation of reforms is challenging for public institutions and more so for the healthcare sector in Kenya that is devolved to the county governing units. Specifically, the study focus was leadership, training, resources and systems and how they affected reform implementation

within public facilities for health. The study collected data from 228 participants who work on the 77 health facilities in Embu County that are for public use. The study established that the above listed four elements of strategy implementation had statistical significance to reform implementations. There is need to adopt strategy interventions that will help the public facilities to gain competitive edge and adjust accordingly to the changes in the environment. The study recommends for formulation of policies that will improve on reform implementation. The study creates gaps in concept by failing to consider service deliver based on implementation of reforms.

2.4 Summary of Literature and Research Gaps

The section presents a summary of the reviewed empirical literature from other authors and researchers. It highlights the research gaps that necessitated the conducting of this study. The reviewed literature was from researchers in the global, regional and Kenyan perspective on the subject of strategic reforms and service delivery. The gaps were in context based on background setting of the study and industry or sector that differed with this study. There were conceptual gaps such that the reviewed studies had different scope or did not directly link the variables or conceptualization and indicators were different to the present study. The identified gaps also stemmed from variation in research methodologies in terms of data sources as either primary or secondary, use of panel data and population size and case study. The summaries of the literature and research gaps are as presented in Table 2.1

Table 2.1: Summary of the Literature and Research Gaps

Author & Year	Focus of the Study	Study Findings	Research Gaps	Focus of the current study
Brajaktari (2016)	Citizen engagement and covering the role of public officials in public service delivery.	Citizen engagement led to poverty reduction and achievement of developmental outcomes through partnership of public officials and citizens.	Conceptually, the study looked at only one aspect of oversight reforms and methodological gaps were created as the paper is unclear on how data was collected and analyzed.	The study examined strategic reform practices in its entirety and sought to gather data from the police officials who are the chief executors of the strategic reform practices.
Mkasiwa (2019)	The reforms and budgetary oversight roles in the republic of Tanzania.	The budget act and its cycle conflicted with political, institutional, and power elements and the parliamentarians had to modify some aspects of the budget.	Contextual gaps were created since the study was done in Tanzania and conceptually, the budget oversight was not linked to service delivery.	This study assessed oversight reforms and link to service delivery in Kenya's police service.

Thompson and Payne (2019)	How education and training reforms of Ireland police forces and how it leads to professionalism and police legitimacy	Democratic policing is based on the principles of accountability, legitimacy and professionalism that are achieved through training and educating the police officers to be impartial, moral consensus and respond to the societal concerns and issues.	Contextual gaps as it was done in Ireland and conceptually there was no mention on how training and education as aspects of police professionalism and legitimacy can improve public service delivery.	Correlating professional conduct and service delivery in Kenya
Njuguna, et al. (2015)	Institutionalizing the Kenyan police reforms and what lessons are learned from the 2012-2015 period.	Collaboration between the partners (program partners, local community members and national police service) led to improved service delivery.	Methodological gaps are such that the paper was based on two programs that run for three-year period hence cannot inform on professional conduct of police.	Detailed analysis in linking professional conduct reforms and service delivery.
Gajić (2017)	Capacity building for reforms in the Kosovo	Capacity building for the security forces should be	Contextual gaps were created as it was done	The current study linked capacity

	security sector.	based conditions and issues in the society.	in Kosovo.	building to service delivery in the Kenya's police service
Joseph (2016)	Effective communication skills as tools for effective service delivery within the national judicial institute of Nigeria.	Effective communication is key in ensuring collaboration, cooperation, and productivity at the Nigerian judiciary system.	The study creates contextual gap in two aspects, it was done in Nigeria and in the judicial services sector.	The current study correlated communication to public service delivery.
Pomfowaa and Agyekum (2018)	Effective communication for quality service delivery while covering the public academic libraries in Ghana.	Oral communication dominates the information and data sharing and delivery mode within the academic library.	Contextual gaps since it was done in Ghana in the education sector with its library services.	The current study linked communication reforms for public service delivery at the Kenyan police service.
Ljungholm (2015)	Transparency impacts in enhancing public sector performance	There is significant functioning of transparency through	Methodological gaps as it does not show sources of data, how it	Correlating transparency reforms to public service

		building of public trust in government institutions, transparency also leads to decreased corruption and encourages citizen involvement and participation which leads to social accountability.	was analyzed, and it based on what sectors of the economy and which public sector.	delivery and having clarity in the data sources, collection, and analysis procedures.
Saengchaia, et al (2020)	Linking e-Government with citizen satisfaction through transparency, accountability and transformation of government and the focus was on Thailand local governments.	There is a direct link between public service delivery and democracy and the interplay of transparency and accountability.	Contextual gap as it was done in Thailand and Methodologically, the study is unclear on where the data was collected from which sources, how it was collected and analyzed.	Linking transparency reforms to public service delivery and having clarity in the data sources, collection, and analysis procedures.

Source: Researcher (2021)

2.5 Conceptual Framework

The framework is a demonstrative picture of the study and shows how the variables interlink. The framework clearly depicts the interconnection of the variables both the independent and the dependent and the key indicators for each variable. This study shows how strategic reform practices influence public service delivery by the police service. This is shown in Figure 2.1.

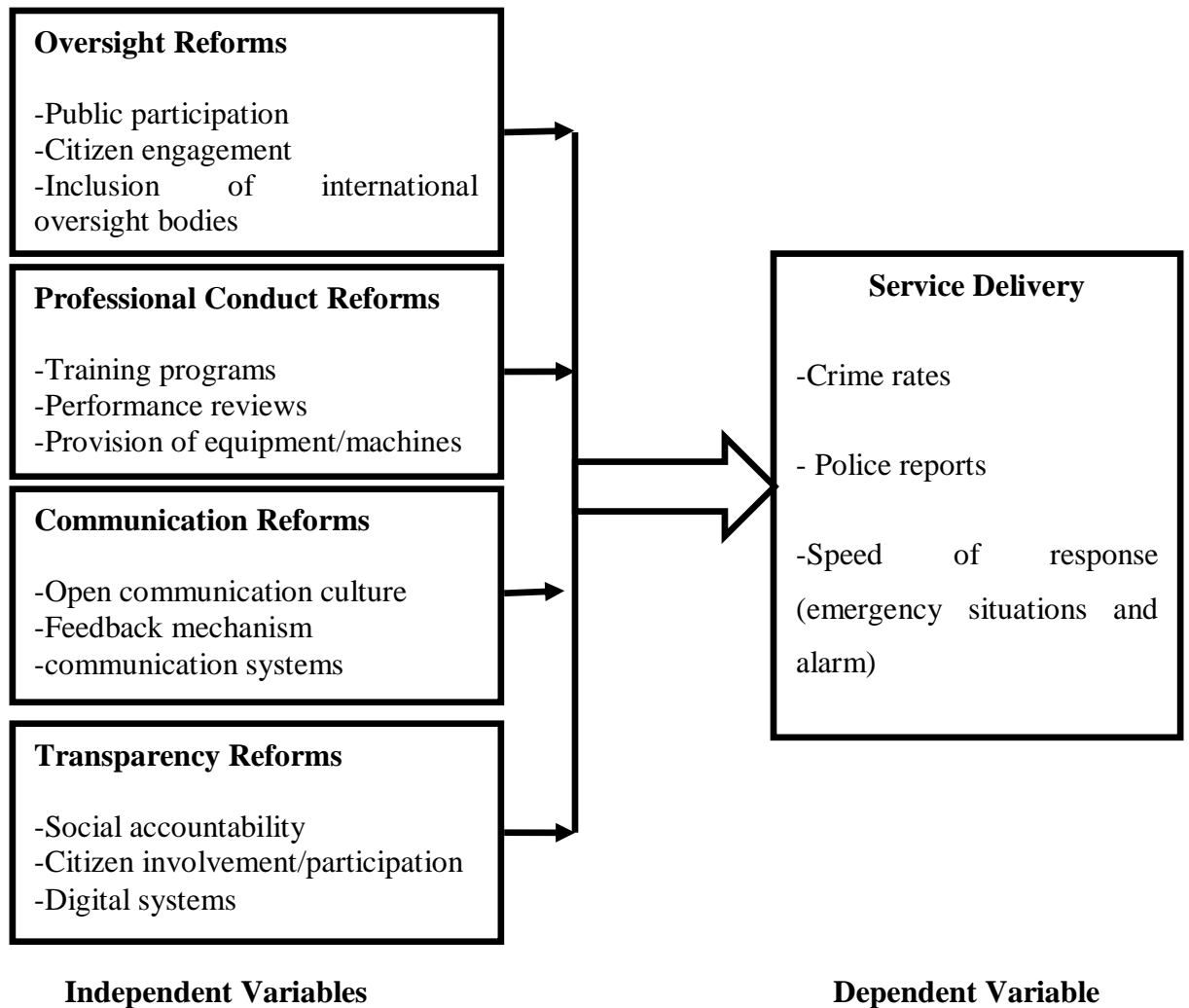


Figure 2. 1: Conceptual Framework

Source: Researcher (2020)

Strategic reform practices are depicted by elements consisting of oversight reforms, professional conduct reforms, communication reforms and transparency reforms and how they influence public service delivery by the national police service. On oversight reforms considers citizen engagement and participation by both local actors and international bodies and professional conduct is based on improving the training programs for the police officers, doing reviews to measure competencies and capabilities and availability of equipment. The focus of oversight reforms is to ensure that the negative perspective held by majority of the citizenry is changed to a positive one. Through openness and involvement of the locals and international bodies, the people can have confidence with the police officers and police service.

Professional conduct reforms entail attitudes, viewpoints and conduct of the police officers at their workplaces. The NPS can invest in training programs to equip its officers with skills, experiences and knowledge that can impact on their conduct at the workplace. It also involves conduct performance reviews on a frequent basis and provision of all necessary and needed tools, equipment and machines to handle work tasks. Under communication is seen as a way of improving service delivery by having open culture, effective systems and feedback mechanisms in the police service and transparency reforms is an aspect of social accountability, participation, and involvement of the public.

Transparency reforms are changes that are made for gaining positive reviews of the entire national police service. This can be done through involvement of all stakeholders and inclusion of the general public, setting in place social accountability measures and using digital systems that leave a record of the transaction. Openness and transparency is one area that was lacking in NPS and digital systems can help in handling that. All these strategic reform practices are implemented to increase service delivery measured in terms of reduction of crime in the public, accurately reporting and recording incidences and ensuring justice is served and speedy responses to incidences.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter documents the methodologies that were adopted by the researcher in selecting the design that was most ideal in seeking answers to the research questions. The chapter entailed the selection of the study participants from the targeted population and sampling techniques that have been used. It also shared on the research instrument used. It also shared on how the data was collected, and the procedures applied and the analysis process, and presentation of the findings.

3.2 Research Design

Cross-sectional descriptive research design was employed in the study as the master plan for all research activities. This design allowed the researcher to report things as they are without any adjustments (Blumberg, Cooper & Schindler, 2014). The study collected data from several police stations across the Homa Bay County, and the respondents explained and describe the link between reforms and service delivery. According to Bryman (2016) the design enabled the study to count, classify and compare results from a cross of elements and descriptively report things as accurately as they occurred and answered the research questions. This implies, that the police officers who responded to the research questions could describe the reforms executed and link it to service delivery. The design enabled the research to traverse all the police stations in Homa Bay and gain their perspective and opinion on matters strategic police reforms and resultant effect of quality of service delivery.

3.3 Target Population

The population is defined as a complete set of people or elements with specialized features, while the targeted population entails elements, people or phenomenon that is of

interest to the researcher and can provide all the needed information that answers the research questions. The study population includes all police stations and officers across the country, but the targeted population included only the police stations within Homa Bay County and police officers placed in Homa Bay as their working region. There are 29 police stations in the entire Homa Bay County (*Appendix IV*) and reports indicate that police officers working in the region are 912 inclusive of 718 from the Kenya police and 194 from the administration police sector. The unit of analysis included police stations in Homa Bay and how they have implemented the reforms for service delivery and the unit of observation entailed the police officers from the Kenya police and administration police units.

3.4 Sample Size and Sampling Technique

Sampling techniques are methods employed in research to select a small sample size from a large population. A small sample size eases the data collection exercise and reduces errors (Taherdoost, 2017). This study used purposive sampling to select senior police officers working in Homa Bay County, who had key information on service delivery quality and extent of implementation of the police reforms. The senior police officers were selected since they could access sensitive information on elements such as professional conduct and communication elements. The study also adopted stratified sampling technique where the respondents were grouped as per unit (either Kenya police or administration police), per rank and role they handle. Therefore, the sample size for the study included 77 respondents who are senior police officers in Homa Bay County and they took part in the study.

The study respondents included 1 County Commander of Kenya Police, 1 County Commander of Administration Police, 1 Deputy County Commander of Kenya Police. There are 8 sub-counties and each sub-county was represented by its commander such that there were 8 Sub-County Commanders of Administration Police, 8 Sub-County Commanders of Kenya Police. The county has 29 police stations and all of them were

included in the study by getting representation by the Officer(s) in charge of station and Deputy Officer (s) in charge of the station. The total respondent list included 77 members as the unit of observation as presented in Table 3.1

Table 3. 1: Target Population

S/no.	Strata	Target Population
1.	County Commander-Kenya Police	1
2.	County Commander-AP (CIPU)	1
3.	Deputy County Commander-Kenya Police	1
4.	Sub-County Commander- AP	8
5.	Sub-County Commander-Kenya Police	8
6.	Officer(s) in charge of station	29
7.	Deputy officer(s) in charge of the station	29
	TOTAL	77

Source: The Kenya Gazette Notice, Vol. CXXII-No. 32 (Feb 14, 2020)

3.5 Research Instrument

The study utilized primary data. Primary data collection was done using self-administered unstructured questionnaires (*Appendix III*) that enabled the researcher get qualitative and quantitative data types. The researcher made the tool in accordance with the research objectives as a way to ensure that all the data that was collected responded to the research questions. The questionnaire had sections, covering bio-data of participants, another part catered to the independent study variables and the last section covered the dependent study variable. Before use, the instrument was tested for fitness in use in this study by conducting pilot test (Bryman, 2016).

3.6 Validity and Reliability of Research Instruments

3.6.1 Pilot Testing

The researcher conducted a study to test that the research instrument was valid and reliable. There were 8 participants who accounted for 10% of the target population and half of them were from the AP and the other half from the Kenya police unit and working in 8 different police stations that were randomly selected. The respondents who participated in the pilot testing were excluded from the final study.

3.6.2 Validity

Based on the philosophy of Blumberg, Cooper and Schindler (2014), a valid tool is one that can accurately measure the elements that it was expected to do so. According to Bryman (2016) noted that validity is about the degree of differences is a true indication of the differences in the tested elements. There are several measures of validity such as construct validity which is about measuring the concept that is intended to be measured; face validity is on checking if the contents of the test seem fit and suitable and content validity is testing if the instrument is fully representative of what it was developed to measure. This study employed content validity by seeking the opinion of classmates, research experts and supervisor to check if the instrument fully represents elements of the study that it was intended to measure. Face validity was also applied, where the researcher checked that the instrument has contents that seem fit for use in the study.

3.6.3 Reliability

As noted by Bryman and Bell (2015) it is about the internal consistencies within the instrument used and can assess the extent of the differences in elements within a singular tool. The tools must display the same different attributes that it was measuring. Roberts (2007) argue that reliability is about capacity of an instrument to replicate similarity in results over time. The researcher employed internal consistency methods that ensured that elements and information in the questionnaire was aligned with the conceptual

framework indicators and empirical data. The results were then done using the Cronbach's Alpha index. Lindlof and Taylor (2017) deem that Alpha test index that are at least 0.7 imply to the fitness of the instrument. Thus, this study adopted an alpha index of 0.7 and above as a standard for fitness of the instrument to be used in the present study. The results are as shown in Table 3.2

Table 3. 2:Reliability Test Results

Variable	Number of Items	Cronbach Alpha	Comment
Oversight reforms	7	.705	Reliable
Professional conduct reforms	9	.782	Reliable
Communication reforms	7	.811	Reliable
Transparency reforms	9	.734	Reliable
Service Delivery	6	.818	Reliable
Overall Score	38	.770	Reliable

Source: Pilot Test Data (2022)

The Table 3.2 shows results obtained from conducting pilot study with the results measured using the Cronbach Alpha test. All the variables had 0.7 and above of alpha results, with the overall score at 0.77. These results indicate that the instrument is trustworthy, fit and ideal for use in the current study.

3.7 Data Collection Procedure

Due to the busy nature of the targeted respondents, the researcher employed the drop - pick method when handling the administration of the research tool. The research exercise commenced only after obtaining approval and introductory letter from Kenyatta University (*Appendix I*), which were presented to the office of the targeted participants. Then research license was applied and gotten from NACOSTI (*Appendix II*) which gave the researcher authority to conduct research. The researcher informed the police officer in-charge in each police station of the intention to collect data for academic purposes. Afterwards, the researcher sought permission of the targeted population, who were left with the questionnaire to fill and then collected for analysis. The researcher dropped the instrument and picked them later with the aim of increase response rates, getting quality

data by not hurrying the respondents and not interfering with the work schedule of the police officers. A register was kept for all the areas and persons who have the questionnaires for ease in tracking them and picking all of them.

3.8 Data Analysis and Presentation

Upon collection of all data, the researcher edited and cleaned to make them error-free and ensured they were assessed for completeness. The data was coded and entered into SPSS version 25.0 for analysis. The collected data was quantitative in nature, hence analyzed descriptively and inferentially. The descriptive analysis produced averages, frequencies and variances for the responses and inferentially through multiple linear regression and correlation in indicating the relations, direction and strength between the objectives.

The regression model followed this format:

$$Y = B_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon,$$

Where:

Y= Service Delivery in the NPS

B₀-B₄= Regression coefficient,

X₁ =Oversight reforms

X₂=Professional conduct reforms

X₃=Communication reforms

X₄ = Transparency reforms

The qualitative data was analyzed thematically using content analysis format. Where the information was grouped in theme as per study variables and it was presented in discussion forms.

3.8.1 Diagnostic Tests

The study conducted diagnostic tests for any violations made based on assumptions in the regression model. Normality test was conducted using histograms and QQ plots for checking that the data set is modeled and adopted the normal distribution curve. The second test was the multicollinearity through using the Variance of Inflation Factor (VIF) to show the exact linear relations that one variable has towards the other. Multicollinearity in the data set is detected by observing the correlation matrix through the VIF values. Lack of multicollinearity is when the VIF ranges from 1 -10. The third test was done through autocorrelation with the use of Durbin Watson statistics for detecting lag 1 in the regression analysis residual. If the values ranged from 0 -2 then there is positive autocorrelation and values ranging from 2 -4 imply the data set has negative autocorrelation.

3.9 Ethical Considerations

The researcher put an effort to abide by the research ethics, through seeking permission and consent from the organizations and the respondents. The participation in this study was on willingness of the respondents without any coercion and force and the researcher explained the purpose of the information sought as part of the academia and used for academic purposes only. All efforts to ensure identity of the participants were done and the questions were formulated in a way not to harm the participants. All information sourced from other researchers was acknowledged to avoid cases of plagiarism.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION

4.1 Introduction

The chapter presents the findings and discussions from the conducted three analyses, namely description, correlation and regression. The chapter includes the response rate, demographic information of the respondents, the findings and interpretation. The information is presented in figures, charts, tables and prose form for the discussions.

4.2 Response Rate

77 questionnaires were administered to the respondents working in the 29 police stations spread across Homa Bay County. The questionnaires were self-administered and 69 were filled and returned, making the response rate of 89.6%. The specific response based on different target groups is as indicated in Table 4.1

Table 4. 1: Response Rate

Description	Strata	Frequency	Percentage
Response	County Commander-Kenya Police	1	
	County Commander-AP (CIPU)	1	
	Deputy County Commander-Kenya Police	1	
	Sub-County Commander- AP	7	
	Sub-County Commander-Kenya Police	6	
	Officer(s) in charge of station	27	
	Deputy officer(s) in charge of the station	26	
	Total	69	89.6%
Non Response	Sub-County Commander- AP	1	
	Sub-County Commander-Kenya Police	2	
	Officer(s) in charge of station	2	
	Deputy officer(s) in charge of the station	3	
	Total	8	

Source: Field Data (2022)

Table 4.1 shows that the response rate is 89.6% as calculated on the 69 out of 77 questionnaires that were administered and returned. Based on the Mugenda and Mugenda (2003) stipulation of a good response rate being 70% above, then 89.6% response rate obtained in the study is ideal. The response rate is representative enough and the findings can be generalized across the whole population.

4.3 Demographic Information of Respondents

The researcher sought demographic information on different aspects of the respondents. The answers are shared in the up-coming sections:

4.3.1 Gender

The researcher sought to understand the gender of the respondents, and the results are as shown in Figure 4.1

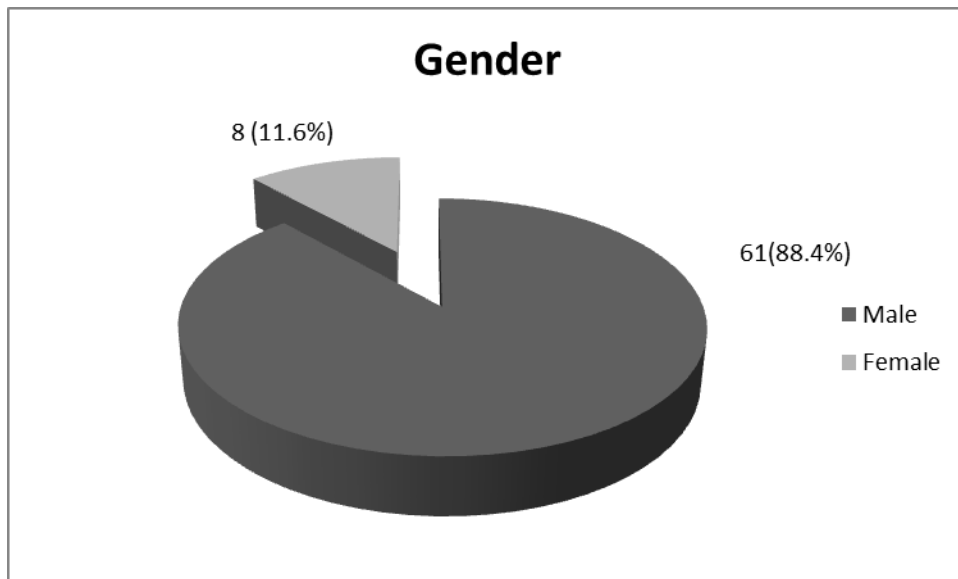


Figure 4. 1: Gender

Source: Field Data (2022)

The findings shown in Figure 4.1 imply that majority of the respondents were male, accounting for 88.4% of the respondent list. Few respondents were females at 11.6% of the total sample size list. The findings imply that both genders were included in this study and there was no gender biasness. Findings also showed that there were more male than female police officers respondents and this could be explained by the traditional african perspective that security matters are largely a male affair. It is also a reflection of the challenges the country faces in passing the 2/3 gender rule in parliament and its implementation in different sectors and government bodies. The findings also indicate some of the reasons why there was poor quality of services, since male police officers might not be sensitive to female population matters. The reforms in terms of professionalism can help improve services delivered to the general public.

4.3.2 Age of Respondents

The respondents were asked to indicate the age group that they fall into. Their respondents are as shown in Figure 4.2

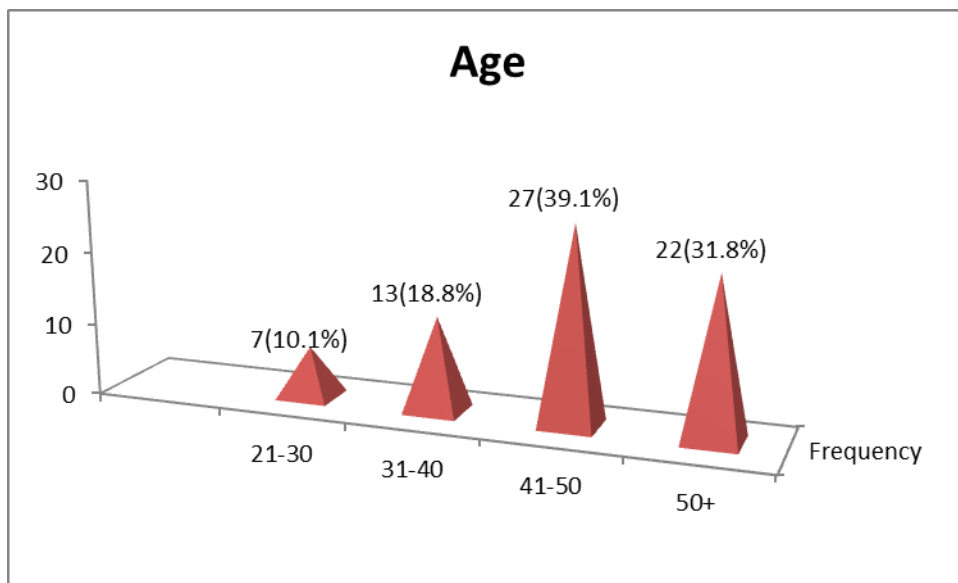


Figure 4. 2: Age
Source: Field Data (2022)

Figure 4.2 indicate that most of the respondents were in the 41-50 age-group with 27 of the polled people or 39.1% of respondents and this was followed by those police officers in the 50+ years, which had 22 respondents accounting for 31.8% of the sampled group. Findings also revealed that there were fewer respondents below the age of 40. Those in the 31-40 age group were 13 or 18.8% respondents and those in the 21-30 age group were only 7 respondents on 10.1%. These results imply that all age groups were included in the study and no age group was misaligned. It also means that the information sourced from the group is diverse and representative of different age groups in society. The respondents were able to explain the quality of services before and after the introduction of police reforms. The respondents also shared information sourced from personal experiences and an analysis of previous work practices

4.3.3 Highest Academic Qualifications

The researcher requested the respondents to indicate their highest academic qualifications. The study findings are as shown in Figure 4.3

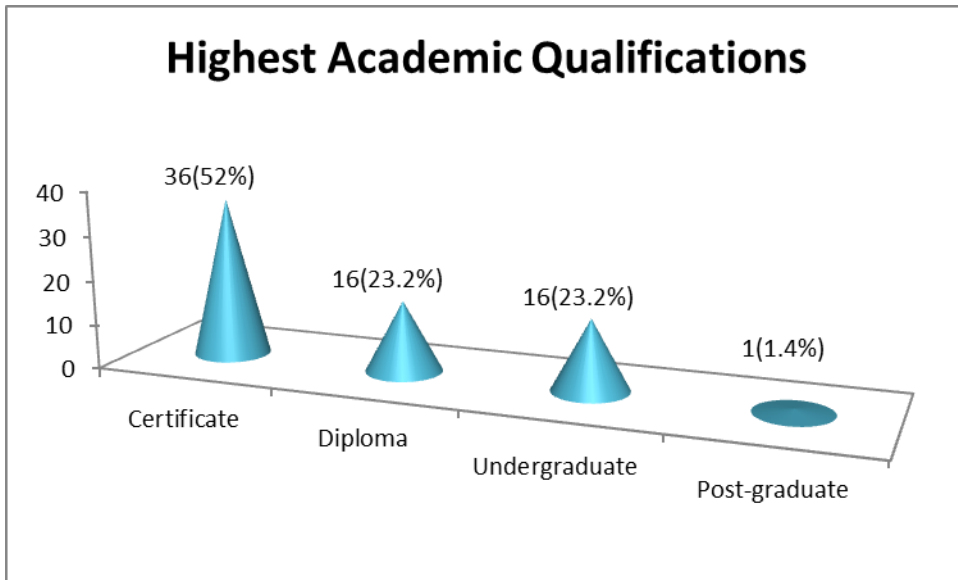


Figure 4. 3: Academic Qualifications

Source: Field Data (2022)

Figure 4.3 shares the answers given on highest academic qualifications attained by the study respondents. Most of the respondents were certificate holders, where 36 people were in that group which accounts for majority of the respondents at 52%. For diploma and undergraduate holders, each had 16 respondents and accounted for 23.2% of the total sampled group of study respondents. Only one respondent was a PhD holder and that is a mere 1.4% of the respondent group. These results imply that all respondents had tertiary level education and hence they could read, comprehend and respond to the research questions. High academic qualification level had an effect on quality of data sourced. For majority of respondents being certificate holders stem from the past years where police officers were recruited based on their physical qualities and not intellectual capacities. But the trend has changed and more police officers have attained high academic qualifications in the recent past. With the higher rates of academic qualifications, the respondents understood the why and what of the reforms and how they can be used to execute work tasks and improve quality of services delivered to the public and other institutions.

4.3.4 Years of Service

The researcher sought to know the length of service that the respondents have within the Kenyan police service. The responses are as shared in Figure 4.4

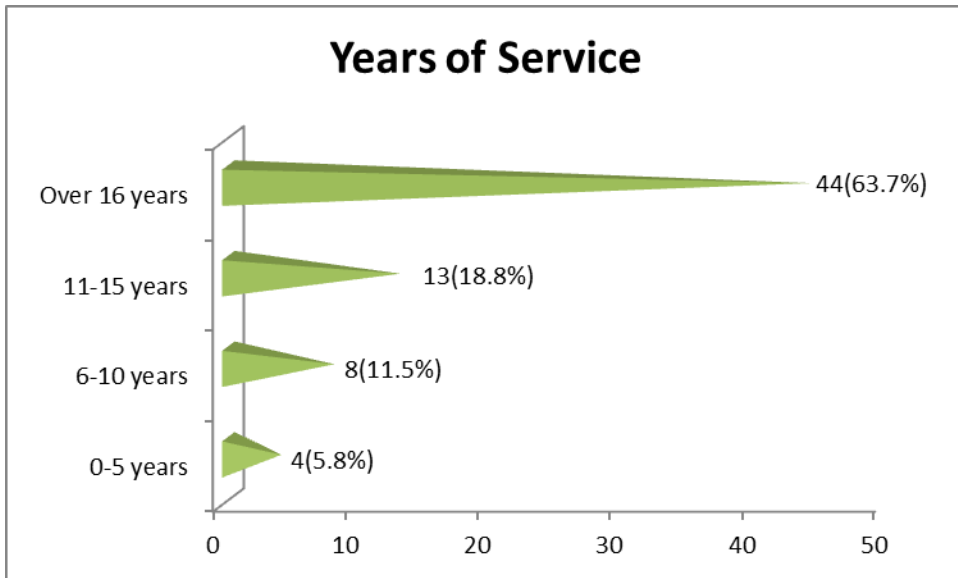


Figure 4. 4: Years of Service

Source: Field Data (2022)

The findings shown in Figure 4.4 indicate that majority of the respondents had worked in the police service for over 16 years. There were 44 respondents who had worked for that long and this accounts for 63.7% of the respondent' list. Some 13 respondents shared that they had worked in the police service for between 11 to 15 years and that was 18.8% of the respondents. Those who had worked for 6 to 10 years were 8 which is 11.5% of all the respondents. Only 4 respondents had worked for a short period of 0 – 5 years and that is 5.8%. The findings indicate that majority of the respondents had worked in the police service for a long period, such that they are able to provide valuable information needed in this study. Through the many years of service delivery and experience gained, the respondents provided insightful information on before and after of the reforms that enriched the study. Their experiences can offer guidance on how best to execute the reforms especially on oversight, transparency and communication reforms that will improve service quality.

4.3.5 Length of Stay in the Station

The respondents were asked to share the length of stay in the specific police station they were in. Their responses are as shown in Figure 4.5

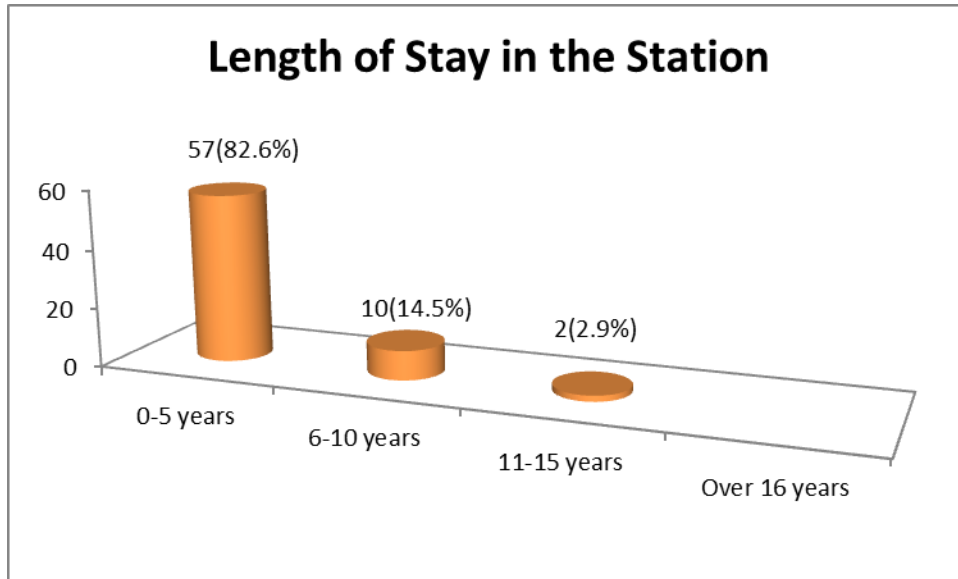


Figure 4. 5: Length of Stay in the Station

Source: Field Data (2022)

The findings shown in Figure 4.5 indicate that many of the respondents stay in one station for short periods. Majority of the respondents had stayed in the station for 0 to 5 years, which had 57 respondents and accounted for 82.6%. Some 10 respondents or 14.5% had stayed in one station for 6-10 year period. Results showed that only 2 respondents had stayed for 11-15 years in a single station, which is 2.9%. The results imply that police officers do not stay in one station for a long time. This is in line with working service and practices of moving police officers from one station to another within a three-year period. The transfers and shifts are aimed at improving quality of services, avoiding compromising situations and over-familiarization with locals that may impede service delivery.

The respondents were asked to indicate the position they held and the responses included the position of officer commanding station (OCS) or deputy OCS; others were sub-county commanders, county commander and deputy county commander. When asked about the station they were based in, the responses were varied and covered all the 29 stations spread across the entire Homa Bay County. On the department that the respondents were working in, the responses included working under the administration police (AP) and Kenya police in handling general police duties, crime, investigation, traffic and administering security duties.

4.4 Descriptive Analysis

The researcher conducted a descriptive analysis and obtained means and standard deviations for each of the statements in the four independent and dependent variable. The analysis applied a five-point likert scale with ranges 1 to 5, where 1=not at all; 2=strongly disagree; 3=disagree; 4=agree; 5=strongly agree. The results are arranged as per variable in the subsequent sections.

4.4.1 Oversight Reforms

The study sought to assess the effect that oversight reforms had on service delivery offered by police officers located in Homa Bay County. The respondents agreed that oversight reforms led to improved service delivery since the overall scores is at (Mean =3.551 and Std. Dev. =.877). This is an indication that police officers found that adoption of oversight reforms impacted positively on service delivery. The high mean score of M=3.551 imply that most of the respondents –police officers- who took part in the study, reported that implementing oversight reforms had the advantage of improving the quality of services. Oversight role ensured that the general public got quality and satisfactory services. This is as shown in Table 4.2.

Table 4. 2: Oversight Reforms

Oversight reforms	Mean	Std. Dev.
--------------------------	-------------	------------------

The public are allowed to participate in the police reforms	3.551	1.169
The senior police officers oversee the daily operations at the police station	4.318	0.581
The public perceive police officers as capable to handle societal issues	3.927	0.863
Police officers are legitimate in the eyes of the law	4.13	0.705
There is an increase in citizen engagement initiatives within the communities	3.696	0.989
There are social audits to check on actions of police officers	3.609	1.046
The police officers are fully informed on the oversight reforms enacted	4.057	0.783
Aggregate Scores	3.551	0.877

Source: Field Data (2022)

The Table 4.2 shows that in general respondents agreed that oversight reforms affected service delivery of the Kenya police service in Homa Bay County, since the aggregate scores were $M = 3.551$ and $SD = 0.877$. The results are echoed by Onyango (2020) who noted that that reforms work to improve service delivery to the masses. The respondents strongly agreed on the statement of senior police officers overseeing daily operations at the police station with $M = 4.318$ and $SD = 0.581$ and respondents also agreed that in the eyes of the law, the police officers are legitimate with scores of $M = 4.13$ and $SD = 0.705$. Similarly, Skendaj, *et al.* (2019) found that well trained police officers are perceived as legitimate to maintain law and order. On the statement about police officers being informed on the enacted oversight reforms, the respondents agreed with high mean scores, $M = 4.057$ and $SD = 0.783$. The respondents also agreed that the public have a perception on police officers being capable to handle issues affecting the society. These sentiments are shared by Skendaj, *et al.* (2019) noted that police officers trained by the international bodies were given knowledge which made them capable to handle public issues.

The respondents agreed on there being an increment in engagement of citizens when initiating community projects. The scores were $M = 3.696$ and $SD = 0.989$. Medium agreement was also reached on the statement about conducting social audits for checking the actions of the police officers $M = 3.609$ and $SD = 1.046$. Just as Brajaktari (2016) noted there was increased citizen engagement that enhanced citizen satisfaction level

with public service delivery. The researcher also noted there were citizen participative initiatives at community level that involved partnerships between the public officers and the citizens. The partnerships led to improved developmental outcomes. The respondents agreed to a low extent on public participation in police reforms. The respondents with scores of $M = 3.551$ and $SD = 1.169$. Just as Mkasiwa (2019) that oversight reforms on budget Act and budget cycles were done by parliamentarians only without the participation of the general public. Brown (2018) argues for public and citizen participation that will push the government to deliver on its mandate and also deliver quality services to the general public.

4.4.2 Professional Conduct Reforms

Study respondents were asked to mark the extent to which they agreed with each statement on professional conduct reforms. Findings revealed high aggregate scores (Mean = 3.84 and Std. Dev. =.851) indicating that professional conduct reforms led to better service delivery by the police officers. The response shows that a majority of the police officers strongly agreed that reforms made on professional conduct had borne fruit in terms of

The results are presented in Table 4.3

Table 4. 3: Professional Conduct Reforms

Professional conduct reforms	Mean	Std. Dev.
The police officers are offered trainings on acceptable professional conduct	3.84	1
The police officers are trained on handling the situation during operations	4.043	0.628
There is improvement in the general outlook of the police officers	4	0.804
The police officers follow the direct orders given by their superiors	3.971	0.727
The police officers operate as per the standards of operations	3.927	0.828
There is professional development for the Kenya police officers	3.754	0.976
The legitimacy attained by police officer is through education and training programs	3.956	0.991
The current ethics at the police stations has greatly improved	3.884	0.899
The work culture at the police station has improved	4.028	0.803

Table 4.3 indicates that respondents agreed to a great extent that professional conduct reforms affected service delivery of police officers in Homa Bay County based on aggregate scores of $M = 3.84$ and $SD = 0.851$. Similar results are also shared by Poppe (2021) who asserted that professional conduct reforms worked on the attitudes, appearance and displayed manners of people at the workplace. While Thompson and Payne (2019) revealed that police officers must behave in a professional manner for legitimacy of their trade and offer fair and equitable services to the public. The respondents strongly agreed that officers were trained on handling different situations occurring in operations. This was based on high mean scores $M = 4.043$ and $SD = 0.628$. Respondents noted there was an improvement in work culture, with scores of $M = 4.028$ and $SD = 0.803$. These sentiments are echoed by the researchers Thompson and Payne (2019) who noted that police training programs and curriculum helps to prepare the officers for the work tasks, working environment, issues and handling of the public. The respondents agreed on there being an improved general outlook of the police officers, as seen by scores on this element such that $M = 4$ and $SD = 0.804$. Respondents agreed that police officers follow the direct orders given by superior offices, since scores were $M = 3.971$ and $SD = 0.727$. These findings are shared by Gajić (2017) who shared that capacity building and professional conduct reforms worked to improve approaches to handling the issues raised by the public. The general public worked together with the police officers and other security actors improve safety and security status at community level.

On the statement of officers attaining legitimacy by education and training, respondents agreed on the statement with scores of $M = 3.956$ and $SD = 0.991$. The respondents also agreed on police officers operating as the standard operating procedures with scores of $M = 3.927$ and $SD = 0.828$. The findings by Obadha (2018) also echo these statements and share that the trainings must cover content relevant to the prevailing societal issues. The police officers need to be taught on conduct at the work space and expected outcomes by

following work rules and regulations. Furthermore, Kennedy, *et al.* (2019) stated that constant reviews are needed to check that employees follow the standard operating procedures and there is competent and professional development. The respondents agreed on ethics adopted in police stations to have improved and led to better service delivery, as recorded by the scores of $M = 3.884$ and $SD = 0.899$. The respondents also agreed on police officers getting trainings on the acceptable professional conduct with score of $M = 3.84$ and $SD = 1$ and professional development given to the Kenyan police officers. These sentiments are echoed by the researcher Obadha (2018) noted that the trainings for the police officers covers content on integrity and ethics that inform on conduct of the officers. In addition, Njuguna, *et al.* (2015) shared that professional reforms at the Kenyan police through collaborations with local partners improved service delivery to the general public.

4.4.3 Communication Reforms

The respondents were asked to share the extent to which they agreed on the variable of communication reforms affecting service delivery. The results show that communication reforms led to better service delivery with aggregate scores of (Mean =3.586 and Std. Dev. =1.006). The results indicate that many of the respondents at a high mean score meant that the police officers noted that communication reforms impacted their handling of job tasks that resulted in improved the quality of services. Further results are presented in Table 4.4

Table 4. 4: Communication Reforms

Communication Reforms	Mean	Std. Dev.
The level of communication up and down the hierarchy is good	3.927	0.896
The hierarchical communication flow is efficient in the police stations	3.768	0.859
Use of ICT for communication has led to faster delivery of services	3.507	1.132
There has been little breakdown of communication channels	3.286	1.077
The communication system using ICT reduces cases of misunderstanding	3.289	1.099
External parties get timely communication from the police stations	3.517	1.028

Staff members communicate efficiently to other members based on their skill	3.808	0.95
Aggregate Scores	3.586	1.006

Source: Field Data (2022)

Table 4.4 indicates that respondents agreed on communication reforms improving the service delivery quality by the police officers working in Homa Bay County. This is based on aggregate scores of $M = 3.586$ and $SD = 1.006$. Similar findings were found by the researcher Soi (2017) who revealed that increased demand for information sharing led to improved service delivery quality. The information sharing improves quality of decisions made that result in better services offered to the employees and extends to the general public. At the same time, Joseph (2016) argues that communication is at the core of service delivery. The respondents strongly agreed on the fact that level of communication along the hierarchy was good, as seen by $M = 3.927$ and $SD = 0.896$.

The respondents also agreed on efficient communication experienced among staff members with scores of $M = 3.808$ and $SD = 0.95$. On hierarchical communication flow, the respondents agreed it was efficient in the police stations based on scores of $M = 3.768$ and $SD = 0.859$. The researcher Joseph (2016) agreed with these statements by noting that horizontal communication between staff members on the same level must be efficient and the staffs must have communication skills to share work details and deliver quality services,. Vertical communication between staff members at different levels such as senior, middle and junior enhances collaboration and cooperation that improve work productivity.

The respondents agreed but to a medium level on external parties accessing timely communication in the stations with means of $M = 3.517$ and $SD = 1.028$. Just as Pomfowaa and Agyekum (2018) researching on external communication reforms, noted the dominance of oral communication as a mode for information sharing. Oral communication mode is fast in delivering information to all parties and getting feedback. The respondents also agreed on using ICT for communication purposes increase the speed of service delivery at scores of $M = 3.507$ and $SD = 1.132$. The respondents also

agreed but to a low extent on the statement about reduction of misunderstanding through the use of ICT as a communication system. The low scores showed means of $M = 3.289$ and $SD = 1.099$.

On little breakdown of communication channels, the respondents agreed but to a low extent as seen by the scores where means $M = 3.286$ and $SD 1.077$. On the contrary viewpoint, Soi (2017) noted that through adoption of ICT systems and practices, there was improvement in the quality of services offered to TSC members. While Newnam and Goode (2019) noted that use of ICT tools for communication enhances emergency response like the emergency call numbers 999, 911 and 112 and service delivery like tracking people and goods using tracking devices. When the public can report crime, it improves service delivered by the police officers and reduces crime rates and incidences.

4.4.4 Transparency Reforms

The study assessed how transparency reforms affected service delivery by the police officers working in Homa Bay County. The results show that respondents agreed with the statement since aggregate scores were high at (Mean =3.705 and Std. Dev. =0.965). This implies that many of the respondents shared that presence of transparency reforms has led to improved service delivery in police stations across Homa Bay County. Table 4.5 shows the results.

Table 4. 5: Transparency Reforms

Transparency reforms	Mean	Std. Dev.
All police officers do daily reports regarding their tasks/ duties	3.884	0.993
Police officers are duty bound to offer service	4.202	0.631
There is increased accountability for both senior and junior officers	3.405	0.917
Transparency has improved due to availability of information	3.71	0.972
There is a system to counter-check the actions of all police officers	3.536	1.092
Instituted accountability initiatives has improved the transparency levels	3.529	0.977
The citizenry help in reforming the NPS for improved service delivery	3.478	1.023
Senior police officers are tasked with conducting job reviews	3.884	1.022

There is performance tracking to check if police officers abide by set standards	3.725	1.055
Aggregate Scores	3.705	0.965

Source: Field Data (2022)

Table 4.5 shows the results from the descriptive analysis on the fourth variable. The respondents agreed on transparency reforms affected the service delivery of police officers in Homa Bay County. The aggregate scores for the variable was at means of $M = 3.705$ and $SD = 0.965$, just as shared by the researchers Roelofs (2019) who revealed that transparency reforms build confidence in governing units and checks on delivered services which works to improve its quality. Ljungholm (2015) noted that transparency involved participation of the public in service delivery. Transparent led to decreased corruption through social accountability that augmented service delivery to the public. The respondents strongly agreed on the statement that police officers were bound to offer services, which had the highest mean scores of $M = 4.202$ and $SD = 0.631$. The respondents also strongly agreed that all the police officers had to write daily reports on the tasks and duties accomplished in the day. Its score was $M = 3.884$ and $SD = 0.993$. On the statement of senior officers doing job reviews, the respondents strongly agreed at scores of $M = 3.884$ and $SD = 1.022$. These findings are shared by Ingrams (2018) who noted that proper and efficient use of public goods helps to reduce wastage and loss and carters for public needs. The daily reports, job reviews and regulations bind employees to use public goods to carrying out their tasks and service the people.

The respondents agreed on presence of performance tracking to ensure that all officers abide by the standard operating procedures with scores of $M = 3.725$ and $SD = 1.055$. On availability of information that has increased transparency, the respondents agreed to a mean of $M = 3.71$ and $SD = 0.972$. Just as Carrion (2016) revealed that transparency helps in building confidence with the public on governance and governing units to handle issues raised. The formulated policies demand that police officers abide by the standard operating procedures (SOPs) and share information to deliver better services. While Saengchaia, et al (2020) noted that transparency can only work where there is access and available information and further inbuilt systems to account and check the activities

undertaken. Transparency is the capacity to counter-check the activities undertaken and needs openness and information sharing. Average scores were recorded to the statement on systems used to counter check the activities of the police officers at scores of $M = 3.536$ and $SD = 1.092$ and the instituted accountability initiatives that had increased transparency levels had medium scores of $M = 3.529$ and $SD = 0.977$. These findings are echoed by Ayieko and Gitonga (2020) who shared that the Kenyan police officers had questionable conduct and the public could not trust them to handle their issues in an honest and transparent manner. This is what influenced the formulation and implementation of transparency reforms. This led to pairing of police officers when handling work tasks, digitalization of the occurrence book, daily reports and use of cameras, voice and video recorders. While Waddington, *et al.* (2019) mentioned accountability initiatives that involved inclusion, participation and involvement of citizens to offer oversight on conduct and activities of the public service.

The respondents agreed with these statements but with low conviction that citizens helped the police improve service delivery with low mean scores of $M = 3.478$ and $SD = 1.023$. The respondents also agreed on improvements in terms of accountability in both the senior and junior officers. The scores were at a low of $M = 3.405$ and $SD = 0.917$. Similar findings are shared by Read and Atinc (2017) who revealed that citizen participation and engagement improved transparency and accountability of service delivery by the police. When the public are engaged and participate in security and safety matters then transparency, accountability, honesty and openness will be enhanced and lead to better service delivery. Similarly Saengchaia, *et al* (2020) found direct link between accountability and service delivery and the researchers Waddington, *et al.* (2019) revealed that interventions and accountability initiatives created a connection between service providers –the government and government departments and service consumers and users – the general public.

4.4.5 Service Delivery

The respondents strongly agreed that service delivery had improved as affected by strategic reforms. The aggregate scores were high at (Mean 4.065 and Std. Dev. = 0.882), implying that most of respondents who are police officers had noticed an improvement in the services delivered after implementation of strategic reforms. This is as seen in Table 4.6

Table 4. 6: Service Delivery

Service delivery	Mean	Std. Dev.
Police fairly handle issues raised by the public	3.841	0.778
Police service quickly responds to public issues	4	0.874
The police handle the public with dignity	4.014	1.007
Police ensure maintenance of the lawful	4.333	0.779
Police protects both life and properties of the people	4.42	0.774
Police are honest in carrying out their duties	3.783	1.082
Aggregate Scores	4.065	0.882

Source: Field Data (2022)

Table 4.6 indicate that in general there was improved service delivery in the police stations across Homa Bay County, based on the high aggregate scores of $M = 4.065$ and $SD = 0.882$. Just as Obadha (2018) revealed that reforms made at the National Police Service has led to openness, transparency and collaboration with the citizens that has improved investigations, legal proceedings and crime rates. In addition, Njue and Ongoto (2018) noted that strategic reform practices improved performance outcome through changing the leadership, culture and empowering employees. The highest scores were recorded for police officers protecting the life and property of the public at $M = 4.42$ and $SD = 0.774$. This finding is also shared by YuSheng and Ibrahim (2019) who noted that police reduce crime by collaboratively working with local communities and community policing units. The police with involvement of the communities protect life and property.

The respondents held strong conviction and agreed that the police maintain law and order in the Homa Bay County, as seen by high scores where $M = 4.333$ and $SD = 0.779$ and the police do handle the general public with dignity at high score of $M = 4.014$ and $SD =$

1.007. Similar sentiments are echoed by Steen, *et al.* (2017) who shared that accurate reporting of incidences is one way of maintain law and order and abiding by the work regulations. The reports will reduce cases of shady dealings and mishandling of cases and the public and improve quality of service delivery.

The respondents strongly agreed that the police service quickly responds to issues raised by the public. The high scores were reached at $M = 4$ and $SD = 0.874$. Dabestani, *et al.* (2017) noted that service delivery by the police is a measure of how fast they can respond to emergency cases like accidents, fires and burglary and reach the crime scene in time to avoid more loss and damage and apprehend the perpetrators.

The respondents agreed that the police officers fairly handled all the public issues at mean scores of $M = 3.841$ and $SD = 0.778$ and medium scores were reached on the statement about honesty of police officers while carrying out their duties with $M = 3.783$ and $SD = 1.082$. Tan, *et al.* (2017) noted that transparency and honesty can be achieved through participation stakeholders like policy makers, public service officers and citizens. Giri, *et al.* (2018) shared that public servants serve the general public as part of their job demand and obligation. While Topister (2021) shared that quality service delivery is linked to formulation and implementation of reforms in the police service and its officers.

4.5 Correlation Analysis

The researcher conducted correlation analysis to assess the strength and direction of the relationship between the variables. The results are shown in Table 4.7

Table 4. 7: Correlation Analysis Results

		Service Delivery	Oversight Reforms	Professional Conduct Reforms	Internal and External communication	Transparency Reforms
Service Delivery	Pearson Correlation	1				

		Sig. (2-tailed)					
		N	69				
Oversight Reforms		Pearson Correlation	.270	1			
		Sig. (2-tailed)	.000				
		N	69	69			
Professional Conduct Reforms		Pearson Correlation	.755*	.240**	1		
		Sig. (2-tailed)	.000	.000			
		N	69	69	69		
Internal and External communication Reforms		Pearson Correlation	.574*	.272**	.414**	1	
		Sig. (2-tailed)	.000	.000	.000		
		N	69	69	69	69	
Transparency Reforms		Pearson Correlation	.593*	.395**	.603**	.745**	1
		Sig. (2-tailed)	.000	.000	.000	.000	
		N	69	69	69	69	69

*. Correlation is significant at the 0.05 level (2-tailed).

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

The findings illustrated in Table 4.7 shows the relationship between the study variables showing that oversight reforms with $R = 0.27$ and p-values of $0.00 < 0.05$ is positively linked to service delivery. The $R = 0.755$ and p-values of $0.00 < 0.05$ shows that professional conduct reforms and service delivery were positively related. Further results indicate that communication reforms had positive relationship with service delivery by the police officers in Homa Bay County since the $R = 0.574$ and p-values of $0.00 < 0.05$. On transparency reforms, the results showed positive relations to service delivery based on $R = 0.593$ and p-values of $0.00 < 0.05$.

The findings show that professional conduct reforms had the highest effect to service delivery by the police officers in Homa Bay County ($R = 0.755$); followed by transparency reforms ($R = 0.593$); then communication reforms ($R = 0.574$) both having strong correlations to service delivery and oversight reforms at ($R = 0.27$) had the smallest effect to service delivery. These results imply that these three variables of professional conduct reforms, transparency reforms and communication reforms had strong and positive correlation to service delivery. The findings can be interpreted to mean that improvement in service delivery was largely influenced by the three above variables. Similar to what Kennedy, *et al.* (2019) shared that continuous professional development programs for staffs, increases their competencies and capabilities that is reflected in quality of service delivery. In addition Saengchaia, *et al* (2020) noted a strong and direct link that accountability and transparency has on public service delivery. While Joseph (2016) showed that effective communication systems in firms reduce misunderstandings and confusion and improve service delivery.

The findings also revealed there was weak correlation between oversight reforms and service delivery. This implies that oversight reforms contributed little to the improvements realized in the service delivery by the police officers in Homa Bay County. The effect of the oversight role was minimal in enhancing quality service delivery. Just as Skendaj, *et al.* (2019) shared that locally trained police officers were viewed as unable to handle public issues and Mkasiwa (2019) noted that the oversight role handled by the parliament was unsustainable and had little effect to performance outcomes and quality service delivery.

4.6 Diagnostic Tests

Diagnostic tests were conducted to check that the assumptions made do not violate the model and it also ensures the suitability of the data set in regression modeling. The normality test was carried out and presented in histograms and Q-Q plots, multicollinearity was done using VIF and autocorrelation tested using the Durbin Watson

statistics. The findings from the tests are summarized and shared in the subsequent sections.

4.6.1 Test of Normality using Histograms and Q-Q Plot

The normality test was done to find out if the data set represents a normal distribution curve and checks the probability of random variable data set is distributed normally. Presence of normality in a data set implies that the assumptions are inaccurate and make it impossible to obtain correct and dependable deductions for the study (Torabi, Montazeri & Grané, 2016). The study adopted the histograms and QQ plots (quantile – quantile plot) to test for normality. The findings are as shown in Figure 4.6 and 4.7

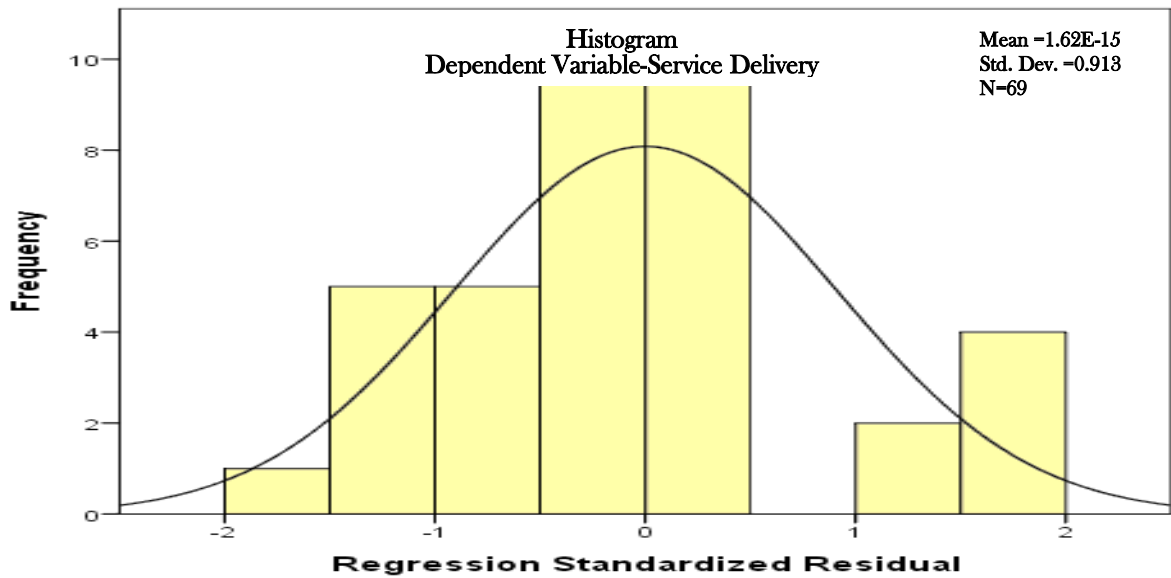


Figure 4. 6: Histogram

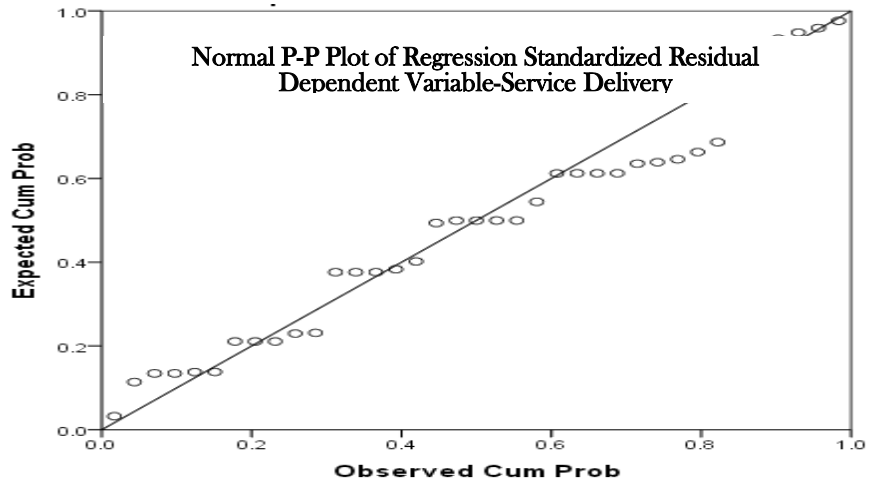


Figure 4. 7: PP Plot

The histogram under Figure 4.6 and the PP plots in Figure 4.7 show that the data set is normally distributed, hence suitable for regression modeling.

4.6.2 Multicollinearity using VIF

Multicollinearity was tested using variance inflation factors and tolerance values. The multicollinearity was done to show the exact linear relation observed for any two variables of the study. Results are as shown in Table 4.8

Table 4. 8: Test of Multicollinearity

	Collinearity Statistics	
	Tolerance	VIF
Oversight Reforms	.597	1.675
Professional Conduct Reforms	.431	2.320
Internal and External Communication Reforms	.305	3.425
Transparency Reforms	.292	3.279
Mean VIF	.406	2.674

Source: Field Data (2022)

Table 4.8 indicates that all the obtained VIF were below 4 and within the standard range of 0-10. The tolerance value averaged at .4 and based on stipulations made by Kothari (2011) such that tolerance values closer to 1 imply little multicollinearity and those closer

to 0 suggest presence of multicollinearity. The regression model assumes that independent variables of the study should not be highly correlated. From the findings of the VIF and tolerance indicate absence of multicollinearity and hence the data set is ideal for regression modeling.

4.6.3 Autocorrelation

Autocorrelation was conducted to test for presence of serial correlation in the dataset, and it was determined using the Durbin Watson Statistics as shared in Table 4.9

Table 4. 9: Autocorrelation Test

Model	Durbin-Watson
1	1.874

Source: Field Data (2022)

Table 4.9 gives a summary of the results from the conducted autocorrelation test with the Durbin-Watson statistical findings found to be 1.874. When the figure is rounded off to the nearest whole number, then it will be 2 and indication of positive autocorrelation. These results indicate that there was absence of serial correlation and imply that the data set is suitable for conducting regression analysis.

4.7 Regression Analysis

Under the regression analysis, three tests were conducted for the model summary, goodness of fit (ANOVA) and regression coefficient. The regression analysis helped in assessing the cause and effect between the independent and dependent study variables. The results are as shown in these sections.

4.7.1 Model Summary

Table 4. 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874 ^a	.763	.749	0.22058

a. Predictors: (Constant), Oversight Reforms, Professional Conduct Reforms, Communication Reforms, Transparency Reforms

Table 4.10 found correlation coefficient of R at 0.874 an indication that strategic reform practices had strong and positive relations to service delivery by the Kenya police service in Homa Bay County. The coefficient of determination is presented by R square at 0.763 implying that the overall regression model is fit for use in this study. The adjusted R square is given at 0.749 meaning that 74.9% change in service delivery by the police officers in Homa Bay County is explained by the strategic reform practices. There was a residual effect of 25.1% for service delivery as affected by other strategic reforms elements outside the scope of the current study. It implies that service delivery by the police officers in Homa Bay County was affected by other elements that are excluded in this study.

4.7.2 Goodness of Fit

Table 4. 11: Goodness of Fit

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	213.540	4	53.385	33.787	.001 ^b
	Residual	101.134	64	1.580		
	Total	314.674	68			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Oversight Reforms, Professional Conduct Reforms, Communication Reforms, Transparency Reforms

The researcher conducted an ANOVA test to check that the model is ideal for use. The ANOVA test was done at 0.05 significance level where the F calculated was found to be 33.787 and F critical found to be 2.515. Since the results showed that F calculated is greater than F critical ($33.787 > 2.515$), which is an indication that the adopted regression model is ideal and fit for use in the current research study. The p-value is 0.01 and less than the standard set at 0.05 implying that strategic reforms had significant effects to service delivery by the police officers in Homa Bay County.

4.7.3 Regression Coefficient

Table 4. 12: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
1 (Constant)	6.833	.704		9.705	.000
Oversight Reforms	1.022	.991	.368	1.031	.000
Professional Conduct Reforms	4.108	1.348	.078	3.047	.016
Internal and External Communication Reforms	2.015	.673	1.634	2.994	.001
Transparency Reforms	3.027	1.618	.879	1.871	.000

a. Dependent Variable: Service Delivery

The Resulting Equation takes this form:

$$Y = 6.833 + 1.022 X_1 + 4.108 X_2 + 2.015 X_3 + 3.027 X_4$$

Y = Service Delivery; X₁ = Oversight Reforms; X₂ = Professional Conduct Reforms, X₃ = Communication Reforms and X₄ = Transparency Reforms

Table 4.12 shares the regression coefficient results such that when all factors are held constant, and there is a unit increase in oversight reforms, the service delivery will be at 1.022. A unit increase in professional conduct reforms when the other elements are constant, results in service delivery level at 4.108. Service delivery level will be 2.015 when all elements are constant with a single unit increment in communication reforms. When all elements are held in constant and transparency reforms increases by a single unit, then service delivery level will be at 3.027 by the police officers in Homa Bay County, Kenya.

Professional conduct reforms had positive and significant effects to service delivery of the police officers in Homa Bay County; the results were Kenya ($\beta = 4.108$, $p = 0.016 < 0.05$). The police officers are trained on the acceptable professional conduct, handling

different situations during operations, ethics and work culture. These trainings have led to improvements when handling work tasks and adhering to direct orders, which results in better service delivery to public. The police officers currently handle the public with dignity, quickly respond to public issues and protect the life and property of the masses. Similar findings are echoed by Kennedy, *et al.* (2019) found that continuous professional development led to improved staff competencies and enhanced service delivery and performance outcomes. Njuguna, *et al.* (2015) found positive and significant effects between professional reforms through collaboration with all stakeholders and service delivery at firm level.

On transparency reforms, the regression analysis results found positive and noteworthy relations to service delivery based on findings where ($\beta = 3.027$, $p = 0.000 < 0.05$). Openness and transparency has improved based on the requirement for each police officer to do daily report of their tasks, regular job reviews by senior officers and performance tracking. The officers are also duty bound to offer services and their actions are counter-checked to increase accountability. These actions have led to maintenance of law and order in the assigned jurisdiction, fair and honest treatment of issues and handling work duties. Just as Saengchaia, *et al* (2020) found direct link between accountability and transparency and service delivery to the public. Furthermore, Waddington, *et al.* (2019) revealed that citizen engagement enhanced transparency which improved public service delivery.

Internal and external communication reforms had noteworthy relations that were also positive to service delivery of police officers in Homa Bay County, Kenya, based on ($\beta = 2.015$, $p = 0.001 < 0.05$). The police officers have witnessed good communication up and down the hierarchical chain of command and there is efficient communication amongst staff members. There has been effort to use ICT systems for timely communication in the police station and among the police officer. Effective communication has seen an improvement in timely response to emergencies, issues raised by the public and protection of property and life. The same findings are shared by Soi (2017) who found

that use of ICT systems under internal communication reforms led to enhanced quality of service delivery. Findings of the research by Joseph (2016) revealed that effective internal communication as a tool led to improved service delivery. Effective communication ensures there is collaboration and cooperation that improves performance outcomes and service delivery.

The regression analysis showed positive and insignificant effects between oversight reforms and service delivery by the Kenya police service in Homa Bay County, Kenya ($\beta = 1.022$, $p = 0.000 < 0.05$). The senior police officers oversee the operations and activities handled by junior officers and they are viewed as legitimate in the eyes of the law. There is also little citizen engagement in oversight reforms and not all police officers participate in the reform process. Few social audits are conducted and hence the variable has contributed little in improvement of service delivery by the police officers in Homa Bay County. The results are also shared by Skendaj, *et al.* (2019) who revealed that locally trained police officers were perceived as illegitimate and unable to handle public issues. Furthermore, Mkasiwa (2019) shared that oversight role of parliament was unsustainable in the long run.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the findings, conclusions and recommendations made for this study. The chapter has sections that include a summary of findings as per the study variables, the drawn conclusions, recommendations and suggestions for future researches.

5.2 Summary of Findings

The focus of this study was on investigating the effect that strategic reform practices had on service delivery. The practices in this study included oversight reforms, professional conduct reforms, communication reforms and transparency reforms as they affected service delivery by the Kenya police service in Homa Bay County, Kenya. Primary data was collected from all the 29 police stations in the county and analysis was done. The next section discusses summary of findings as per the study variables.

5.2.1 Oversight Reforms and Service Delivery

From the descriptive analysis, the respondents agreed that oversight reforms affected service delivery by the police officers in Homa Bay County. The overall scores were ($M = 3.551$, $SD = 0.877$) indicating average agreement with statements on oversight reforms such as conducting social audit checks for the officers, citizen engagement and participation in police reforms, legitimacy of the police officers and capabilities of the officers to handle societal issues. The correlation analysis revealed that positive and insignificant effects between oversight reforms and service delivery due to the low R value of 0.27. The regression coefficient showed positive causal effect between oversight reforms and service delivery by the Kenya police service officers in Homa Bay County. The results of p -values were $0.000 < 0.05$; indicating that oversight reforms led to slight improvements in service delivery by the Kenya police service officers in Homa Bay

County. This implies that police officers and citizen engagement in police reforms was low and hence had little contribution to service delivery. The findings indicate that social audit checks and overseeing daily activities of the police officers had little effect to service delivery. The public perception of the police officers and police service in Kenya is also low as more people have negative view of the national police service.

5.2.2 Professional Conduct Reforms and Service Delivery

The researcher conducted descriptive analysis that revealed high scores of ($M = 3.84$, $SD = 0.851$). The respondents strongly agreed that Kenya police service officers were well trained and they followed standard operating procedures and direct orders from superiors. The respondents also agreed that work culture, ethical conduct and general outlook had improved. There was also professional development, education and training programs that resulted in better service delivery. From the conducted correlation analysis, it was realized that professional development had the strongest relationship to service delivery from the highest R values of 0.755. The regression analysis showed positive and significant effects to service delivery by the police officers in Homa Bay County since the p-values was $0.016 < 0.05$. The study found positive and strong link between professional conduct and service delivered by Kenya police service officers stationed in Homa Bay County. These findings imply that after the trainings and education given to the police officers, it resulted in improved work culture, ethical conduct, handling tasks as per the standard operation procedures and general better service delivered to the public. It shows that the police officers are abiding by orders issues and keep to professional conduct.

5.2.3 Communication Reforms and Service Delivery

The research sought to assess how communication reforms affected service delivery of the police officers in Homa Bay County. The study found that efficient hierarchical communication flow, use of ICT for communication purposes and there was free flow of information between staff members. The respondents agreed on timely communication

with external parties and their use of technologies reduced misunderstanding and there was little breakdown of communication. The aggregate scores were ($M = 3.586$, $SD = 1.006$) for the conducted descriptive analysis. The researcher also did a correlation analysis and found a positive and significant relationship between the variables, where R values were high at 0.574. The regression analysis revealed significant effects between communication reforms and service delivery, since the p -values were found to be $0.001 < 0.05$. The findings are such that communication reforms had positive and noteworthy relations to service delivery of the police officers in Homa Bay County. The efficiency of the communication allowed the police officers to quickly respond to emergencies and raised issues by the public. Use of ICT tools for communication such as phone calls, emails, scanning and camera for taking photos of scenes enabled information sharing amongst the officers. Hierarchical flow of communication led to good work culture, cooperation and coordination of tasks that improved the public's view of the police officers and their capacity to handle their duties.

5.2.4 Transparency Reforms and Service Delivery

On transparency reforms the findings from descriptive analysis showed that respondents agreed that on the variable affecting service delivery based on ($M = 3.705$). The respondents agreed that the police were duty bound to offer services, the officers did daily reports and availing of information that improved accountability and transparency rates. There were initiatives to increase transparency, counter-checking of officers' work, job reviews and involvement of the citizenry that helped improve service delivery. From the correlation analysis, the study found that transparency reforms led to better service delivery since R value was at 0.593. The regression analysis realized that transparency reforms had significant and positive associations with service delivery where the p -values were $0.000 < 0.05$. The study revealed that service delivery offered by the Kenya police officers in Homa Bay County was affected by transparency reforms and its elements. The results imply there have been improvements on measures of transparency, accountability and openness with initiatives such as daily reports, availing information,

and counter-checking actions of officers, reviews and tracking performance. The implemented transparency reforms have improved the perception and legitimacy of the national police service. The honest ratings of the service has also increased and capacity of the officers to maintain law and order.

5.3 Conclusions

The findings indicate that professional conduct reforms had the highest effect to service delivery of the police officers in Homa Bay County. Therefore, this study concludes that offering trainings on professional conduct and handling of situations, following direct orders and the stated standard operating procedures and adjustments on the work culture and ethics; improved the quality of services delivered to the people of Homa Bay County. The study concludes that reforms on professional conduct led to improved service delivery in the police officers in Homa Bay County. The police officers are behaving in an acceptable professional conduct and they are handing their work duties as per the standard operation procedures and direct orders from senior officers. The adopted work culture and ethical conduct has improved quality of services delivered by the police officers to the general public.

The study found that implementation of transparency reforms in the Kenya police service supported and enhanced service delivery. Thus, conclusions were drawn such that transparency reforms led to improvement in service delivery in Homa Bay County. It can also be concluded that police officers are duty bound to offer services and daily reporting of activities, counter-checking of actions, conducting job reviews and performance tracking improved accountability and transparency level that led to high quality of delivered services. The effect between transparency reforms and service delivery was high. This is an indication that the job reviews, performance tracking and daily reforms had a big effect to service delivery by the police officers in Homa Bay County.

The study further concluded that communication reforms enabled police officers to deliver quality services. The study further concludes that through efficient hierarchical

communication, reducing misunderstanding by using ICT tools for communication and flow of information among staff members, enhanced coordination, collaboration and cooperation when handling work tasks. Communication improved service delivery of the police officers in Homa Bay County. The study conclusion that communication improves service delivery is based on enhanced coordination and cooperation when handling work tasks that has raised service delivery quality by the police officers in Homa Bay County. Information sharing through modern technological systems allowed quick responses to different situations raised by the public. Communication is especially important for coordination of police work and service delivery by the officers.

Findings showed low association between oversight reforms and service delivery of the Kenya police service in Homa Bay County. Thus, drawn conclusions are such that oversight reforms improved service delivery but to small extent. Social audit checks, informing officers on enacted reforms, citizen engagement and senior officers overseeing operations in the stations improved quality of services delivered. The drawn conclusion is based on little engagement and participation by the police officers in reform processes. There is still poor perception by the public on handling and activities of the police. The social audits and keeping police officers informed of the reforms had little effect on service delivery.

Service delivery in this study was based on elements such as fair and quick response to issues, handling the public with dignity and maintaining law and order. It was also measured using aspects of protection of life and property of the people and police officers being honest while carrying out their duties. To achieve quality service delivery by the police officers, they adopted strategic reform practices including oversight, professional conduct, communication and transparency reforms. The study concluded that strategic reform practices led to improved service delivery of the Kenya police service in Homa Bay County.

5.4 Recommendations for Policy and Practice

The following recommendations are made in light of the findings and drawn conclusions in this study on strategic reform practices and service delivery of Kenya police service in Homa Bay County. Service delivery by the police officers was linked to oversight reforms, and hence the study makes these recommendations. All police officers should be informed on any reforms enacted and regular social audits should be done. The Kenya police service should engage citizens in community initiatives and participate in police reforms as stakeholders. The senior police officers should also oversee and guide the activities of junior officers, which will lead to improved service delivery. There is need for more social audit checks, participation by police officers and the general public as avenues to improve the quality of services offered by the police officers in Homa Bay County.

Findings showed that professional conduct reforms had the highest effect to service delivery of the police officers in Homa Bay County. Thus, the study recommends that all police officers to be given trainings on professional conduct, how to handle operations, ethics and work culture. Offering professional development courses and trainings will enhance legitimacy of the service and improve service delivery. To enhance service quality, then all the police officers must behave and conduct their duties in a professional manner. Since professional conduct reforms had the highest effect on service delivery, this study recommends improvements made on professional development, educational and training programs for the police officers. Improving the knowledge base of the police officers will keep enhancing service quality offered to the general public.

Further recommendations in this study were made on improving the efficient of hierarchical communication at the police stations and using systems for up-down information flow. The study also recommended for the senior police officers to create a work environment where staff members can share information with their colleagues for improved performance outcome. The use of ICT communication system is encouraged to reduce misunderstanding and enable timely communication to parties. Communication

improves coordination and cooperation of activities that will improve on quality of the services delivered to the people. Further recommendations are based on investing on modern ICT communication tools that will enable the police officers easily coordinate activities. The ICT tools will enhance information flow and information sharing that will allow the officers to respond to emergencies and involve the public, who can easily report security and safety matters. There is need for better communication with the public since security matters are a concern for everybody in society.

Based on the findings that transparency reforms led to better service delivery by the police officers in Homa Bay County; hence it was recommended counter-checking the actions of each officer, conducting job reviews and tracking performances. The study also recommended instituting initiatives to enhance accountability, honesty, openness and transparency that will uplift the reputation of the Kenya police service. There is also need to write daily reports that are checked by senior officers, working in pairs and use of cameras, video and audio tapes to increase accountability and transparency. Improving service delivered by police officers in Homa Bay County, the practices and measures under transparency reforms must be implemented. There is a big role that the general public can do to enhance honesty, openness and accountability and through that enhance transparency reforms. Therefore, the study recommends incorporation of the public in sharing information, reporting and pushing for accountable and transparent services offered by the police.

5.5 Suggestions for Further Research

The scope of the current study was on service delivery by the Kenya police service in Homa Bay County. Therefore, this study suggests that other studies can cover other counties like Nakuru County or Kisumu County for comparison purposes. Future researchers can also study on police service delivery quality across the country. The study also suggests linking strategic reform practices with service delivery in other government ministries and departments such as Ministry of internal security or Ministry of education.

The adjusted coefficient of determination was found to be 74.9% an indication that service delivery was affected by strategic reform practices. The study noted presence a residual effect of 25.1% of unaccounted practices that affect service delivery of police officers in Homa Bay County. Thus, the study suggests that future researchers and academicians can concentrate on the 25.1% practices that affect service delivery and expand knowledge on service delivery of police officers.

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APPENDICES

Appendix I: Authorization Letter


KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
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P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D53/OL/KSU/27808/2018 DATE: 8th June, 2022

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

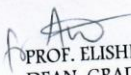
RE: RESEARCH AUTHORIZATION FOR GORETY ACHIENG ODHIAMBO – REG. NO. D53/OL/KSU/27808/2018

I write to introduce Gorety Achieng Odhiambo who is a Postgraduate Student of this University. The student is registered for M.B.A degree programme in the Department of Business Administration.

Gorety intends to conduct research for a M.B.A Project Proposal entitled, “Strategic Reform Practices and Service Delivery in Kenya Police Service in Homa Bay County, Kenya.”





Any assistance given will be highly appreciated.

Yours faithfully,


PROF. ELASHIBA KIMANI
DEAN, GRADUATE SCHOOL

AM/mo

Appendix II: Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 729165	Date of Issue: 18/July/2022
RESEARCH LICENSE	
	
This is to Certify that Ms.. GORETY ACHIENG ODHIAMBO of Kenyatta University, has been licensed to conduct research in Homabay on the topic: STRATEGIC REFORM PRACTICES AND SERVICE DELIVERY BY KENYA POLICE SERVICE IN HOMA BAY COUNTY, KENYA for the period ending : 18/July/2023.	
License No: NACOSTI/P/22/18850	
729165 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code	
	
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	

Appendix III: Questionnaire

Part A: Respondent's Demographic Information

Instructions: kindly answer all questions in the space provided and do not write your name. The information will be used for this research study only and will be handled with confidentiality.

1. What is your gender? (Tick One)

Gender	Male (1)	Female (2)
Tick		

2. Please indicate your age bracket. (Tick One)

Age	21-30 years	31-40 years	41-50 years	Above 50 years
Tick				

3. What is your highest academic qualification? (Tick One)

Qualification	Certificate (1)	Diploma (2)	Undergraduate (3)	Postgraduate (4)	Other (5)
Tick					

4. Please indicate your years of service. (Tick One)

Years Old	0-5yrs (1)	6-10yrs (2)	11-15yrs (3)	Over 16yrs (4)
Tick				

5. Kindly indicate your position

6. What police station do you work in?

7. How many years have you worked at this station?

Years Old	0-5yrs (1)	6-10yrs (2)	11-15yrs (3)	Over 16yrs (4)
Tick				

8. Which department do you work in?

Part B: Strategic Reform Practices.

In this section use the likert scale where 1=not at all; 2=strongly disagree; 3=disagree; 4=agree; 5=strongly agree

i) Oversight Reforms

9. State the extent of agreement on each of these statements on oversight reforms and their influence on service delivery in Homa Bay County.

Oversight reforms	1	2	3	4	5
The public are allowed to participate in the police reforms					
The senior police officers oversee the daily operations at the police station					
The public perceive police officers as capable to handle societal issues					
Police officers are legitimate in the eyes of the law					
There is an increase in citizen engagement initiatives within the communities					
There are social audits to check on actions of police officers					
The police officers are fully informed on the oversight reforms enacted					

ii) Professional conduct reforms

10. State your level of agreement on how professional conduct reforms influence service delivery in Homa Bay County.

Professional conduct reforms	1	2	3	4	5
The police officers are offered trainings on acceptable professional conduct					
The police officers are trained on handling the situation during operations					
There is improvement in the general outlook of the police officers					
The police officers follow the direct orders given by their superiors					
The police officers operate as per the standards of operations					
There is professional development for the Kenya police officers					
The legitimacy attained by police officer is through education and training programs					
The current ethics at the police stations has greatly improved					
The work culture at the police station has improved					

iii) Communication reforms

11. State your level of agreement on how communication reforms influence service delivery in Homa Bay County.

Communication reforms	1	2	3	4	5
The level of communication up and down the hierarchy is good					
The hierarchical communication flow is efficient in the police stations					
Use of ICT for communication has led to faster delivery of services					
There has been little breakdown of communication channels					
The communication system using ICT reduces cases of misunderstanding					
External parties get timely communication from the police stations					
Staff members communicate efficiently to other members based on their skill					

iv) Transparency Reforms

12. State your level of agreement on how transparency reforms influence service delivery in Homa Bay County.

Transparency reforms	1	2	3	4	5
All police officers do daily reports regarding their tasks/ duties					
Police officers are duty bound to offer service					
There is increased accountability for both senior and junior officers					
Transparency has improved due to availability of information					
There is a system to counter-check the actions of all police officers					
Instituted accountability initiatives has improved the transparency levels					
The citizenry help in reforming the NPS for improved service delivery					
Senior police officers are tasked with conducting job reviews					
There is performance tracking to check if police offers abide by set standards					

Part C: Service Delivery by National Police Service

13. State your level of agreement on the current level of public service delivery in Homa Bay County.

Service delivery	1	2	3	4	5
-------------------------	----------	----------	----------	----------	----------

Police fairly handle issues raised by the public					
Police service quickly responds to public issues					
The police handle the public with dignity					
Police ensure maintenance of the lawful					
Police protects both life and properties of the people					
Police are honest in carrying out their duties					

Thank you!

Appendix IV: Police Stations in Homa Bay County

S/No	Sub-County	Police Stations
1.	Rachuonyo South	Nyangiela Police Station
	Rachuonyo South	Kosele Police Station
	Rachuonyo South	Oyugis Police Station
2.	Rachuonyo East	Othoro Police Station
	Rachuonyo East	Ringa Police Station
3.	Rangwe	Rangwe Police Station
	Rangwe	Asumbi Police Station
	Rangwe	Ndiru Police Station
4.	Rachuonyo North	Kendubay Police Station
	Rachuonyo North	Got Oyaro Police Station
	Rachuonyo North	Kadel Police Station
	Rachuonyo North	Mawego Police Station
5.	Ndhiwa	Ndhiwa Police Station
	Ndhiwa	Kobama Police Station
	Ndhiwa	Riat Police Station
	Ndhiwa	Magina Police Station
	Ndhiwa	Pala Police Station
	Ndhiwa	Kabodu Police Station
	Ndhiwa	Nguku Police Station
6.	Suba South	Magunga Police Station
	Suba South	Nyandiwa Police Station
	Suba South	Nyatoto Police Station
7.	Mbita	Mbita Police Station
	Mbita	Kaswanga Police Station
	Mbita	Sena Police Station
	Mbita	Ogongo Police Station

	Mbita	Lwanda Police Station
8.	Homa Bay	Homa Bay Police Station
	Homa Bay	Rodi Police Station

Source: The Kenya Gazette Notice, Vol. CXXII-No. 32 (Feb 14, 2020)