

**INFLUENCE OF ORGANIZATION CULTURE CHANGE STRATEGIES ON
SERVICE DELIVERY OF THE NATIONAL POLICE SERVICE IN
KAKAMEGA CENTRAL SUB-COUNTY, KENYA.**

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**A Thesis submitted to the School of Business and Economics in partial Fulfillment
of the requirement for the award of the degree of Master of Business
Administration (Strategic Management) of Masinde Muliro University of science
and Technology**

August, 2025

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DEDICATION

I would want to thank my family and friends for all of their love, support (both emotionally and financially).

ACKNOWLEDGEMENT

I would want to express my gratitude to the Almighty God for showering me with an abundant amount of grace, mercy, and blessings that have allowed me to succeed in my endeavor. My supervisors Prof Robert Egessa and Dr. Edwin Simiyu, have provided me with priceless and ceaseless guidance, as well as dedication, encouragement, and outstanding support. I genuinely thank them for all of these things. They helped me navigate the complexities of learning by providing me with academic direction, informative comments, and constructive criticism. I thank my family and friends for their moral support, insightful contribution and corrections.

ABSTRACT

There have been initiatives since the passage 2010 constitution to transform the perception of the police department from one of a police force to one of a police agency that is sensitive to the needs and aspirations of the people. This study sought to examine the influence of organizational culture change on service delivery of the National Police Service in Kakamega Central Sub County, Kakamega County Kenya. The specific objectives of the study was to establish the influence of command structure on service delivery; to determine the influence of communication strategy on service delivery; to evaluate the influence of senior management support on service delivery and to establish the influence of stakeholder involvement strategy on service delivery of the National police Service in Kakamega Central Sub County. The study utilized a descriptive survey research design. The study was undertaken for three months targeting assorted officers in the National Police service in Kakamega Central Sub-County. The targeted 500 NPS officers from categories that include; The sub county has police drawn from different units that include; General duty, Traffic, Criminal Investigation Department, Critical Infrastructure Protection Unit, Dog Unit, Kenya Airports Police Unit, and General service Unit. Taro Yamane's sampling method was utilized to give a sample size of 222 respondents. Stratified sampling was used to group the respondents into service group where random sampling was utilized to choose individual respondents. A pilot study was conducted in Matayos Sub county Busia. The data collection tools were questionnaires. Reliability and validity of these instruments was established through conducting a pilot study in Matayos Sub County, Busia County, conducting Cronbach alpha test, and getting expert opinions and content validity. The gathered data was encoded and analyzed utilizing the SPSS Version 26 software. The data was evaluated using descriptive statistics, including frequencies, percentages, means, and standard deviation. In addition, inferential statistics such as Pearson's correlation coefficient test, simple and multiple regression analysis was employed. The findings were displayed in the form of tables. The findings were as follows: Command structure (0.693 and a p-value of $0.000 < 0.05$), Communication strategy ($r = 0.681$, p-value = $0.000 < 0.05$) Senior management support, ($r=0.558$, p-value $0.000 < 0.05$) ($r = 0.694$ p-value = $0.000 < 0.05$) hence all variables had a significant effect on service delivery. The study recommends that that there should be decision making process that is employee inclusive for better service provision. The study provides that management at top level should facilitate its workers an offer amicable support for service delivery. The study recommends a moderate communication strategy whereby mode of communication from leadership to clients to lower employees should be easy. The study provides that stakeholder should be involvement in matters of National police service. In this case citizens, oversight organizations and NGOs should be in forefront to advocate for better police service. The findings of this study is anticipated to add value on policy formulation on culture change in the National Police Service as well as contribution on the scholarly body.

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ABBREVIATIONS AND ACRONYMS

ATPU	Anti Terrorism Protection Unit
CID	Criminal Investigation Unit
CIPU	Critical Infrastructure Protection Unit
CoK	Constitution of Kenya
GD	General Duty
GSU	General Service Unit
IGP	Inspector General of Police
IPOA	Independent Police Oversight Authority
KPS	Kenya Police Service
NPS	National Police Service
TPU	Traffic Police Unit

OPERATIONAL DEFINITION OF TERMS

- Change strategies** Refer to planned approaches or methods employed by businesses or institutions to implement changes in their structure, processes, culture, or practices. These strategies are designed to facilitate a smooth transition from current states to desired future states, ensuring that the organization can effectively adapt to evolving environments, market demands, or internal needs.
- Change** Is a fundamental aspect of existence, encompassing the alteration or transformation of something from one state to another. It can be a shift in physical properties, such as shape, size, or color, or a modification in circumstances, perspectives, beliefs, or behaviors. Change can occur gradually or abruptly, and it plays a central role in growth, adaptation, progress, and the unfolding of events in both natural and human-made systems.
- Command structure** Refers to the hierarchical organization and system of authority that governs the operations, responsibilities, and communication within the police force. This structure is essential for maintaining order, ensuring efficient decision-making, and providing clear lines of authority and accountability.
- Communication strategy** Is a comprehensive plan that outlines how an organization communicates with its target audiences to achieve specific objectives.

This strategy encompasses the principles, goals, tactics, and tools used to convey messages effectively and ensures that all communication efforts are aligned with the organization's overall mission and goals.

Organizational Culture All of the shared beliefs, practices, and norms that make up an organization's culture shape the way its employees interact with one another and the decisions they make. Organizational culture influences employees' perception of their work environment, their interactions with colleagues, and their attitude to tasks.

Service delivery is the act of delivering products, services, or support to customers, clients, or stakeholders. Service delivery comprises the entirety of actions required in providing a service, starting from the initial client interaction and concluding with the complete fulfillment of their demands or expectations.

Stakeholder involvement strategy Refers to the process of engaging and collaborating with individuals, groups, or organizations that have an interest or stake in a project, initiative, or decision. The goal is to ensure that their needs, concerns, and contributions are considered and integrated into the planning, execution, and evaluation processes. Effective stakeholder involvement enhances transparency, builds trust, and can lead to more successful and sustainable outcomes.

CHAPTER ONE

INTRODUCTION

1.1. Background to the study

Change in organizations is consistent with the predictability of pervasive change in modern life. The dynamic shifts in societal conditions and requirements, demographic shifts, market pressures, government regulations, globalization-induced pressures, intensifying competition, and resource limitations are all contributing factors (Schein, 2021). The convergence of technological advancements renders change an imperative concern for organizations across all sectors.

Globally, there is a growing pressure on organizations to undergo change, as survival strategies such as cuts, mergers, and shutdown become more prevalent (Lewis, 2019). Public organizations are facing increasing pressures from taxpayers and funding sources to achieve superior performance at reduced expenses. These pressures necessitate diverse organizational changes (Tromp & Ruben, 2020). In addition to institutional and cultural constraints, each of these elements has contributed to an increase in the number of change initiatives undertaken by public and private organizations. There are a lot of new opportunities and threats in this environment, thus businesses of all kinds are trying to find ways to adapt by finding new technology, innovations, and management methods (Zorn, Page & Cheney, 2021).

According to a study by Cameron and Quinn (2021), a minimum of one scheduled change initiative has been implemented by 75% of European organizations and 69% of U.S. organizations in the past decade. A substantial and exceptionally lucrative consulting sector has materialized as an effort to address the challenges that

organizations face concerning organizational development, reengineering, performance measurement, change management, and cultural transformation.

Industry players have put forth a number of proposed organizational change models, such as Total Quality Management (TQM), The Balanced Scorecard, Strategic Planning, Benchmarking, and Management by Objectives (MBO). All of these models claim to improve the company's efficiency, productivity, quality, legitimacy, profitability, and customers' happiness (Eisenberg, Goodall, & Trethewey, 2016). Consequently, organizational functioning, business discourse, and management and organization literature have all incorporated organizational change on a regular basis. The majority of scholarly investigations in this domain make use of the notion of culture, given the widely recognized multifaceted function it serves in facilitating, controlling, or hindering deliberate organizational change endeavors.

Schein (2021) argued that an organization's organizational culture has the potential to substantially influence the attitudes and behavior of its employees, with both positive and negative outcomes possible. This requires the leadership of the organization to foster cultures that encourage employee recognition, opportunities for advancement, clarity in job descriptions, timely completion of tasks, efficiency, and effectiveness. Consequently, individual behavior, group discussions, staff participation in internal procedures and correspondence, and even one's own perception are all influenced by organizational culture.

Organizations that are goal-oriented generally are driven to achieve their goals and objectives by an organizational culture that is motivated by values. To achieve organizational objectives, members of an organization must interact with one another and their external environment in accordance with the organizational culture, which

comprises a shared set of beliefs, expectations, values, norms, leadership style, and work practices. In Indonesia, Mayangsari, Yusuf, and Hardianto (2022) indicates that organizational culture is defined by as a compilation of policies, principles, and convictions that prescribe the anticipated conduct of staff members. It represents the unique methodologies and social interactions of personnel associated with the establishment, encompassing both internal and external personnel.

In Uganda, Riany (2012) avers that the restructuring process is subject to the influence of socio cultural factors, technological advancements, and alterations in the organization's objectives. As a result, in order to avoid closure, the organization must be prepared to adopt the change process. The effective execution of the change process within an organization is fundamental to bolstering employee trust in the institution's operations; furthermore, employees assume a pivotal role in this endeavor. Hence, it is imperative that employees are not disregarded throughout the inception, execution, and evaluation of the change initiative.

Aluko (2013) found that employees in Nigeria seem to have accepted the organization's way of life, no matter what culture they come from. The author also brought attention to the fact that cultural elements are significantly correlated with things like employee dedication, turnover rate, and positive attitude towards work. Culture alone did not lead to enhanced levels of organizational performance, and the author found a negative link between culture and performance. The performance was also affected by other elements like the economy, technology, and political atmosphere.

In Kenya, Ndege, Tenambergen, and Njoroge (2022) posits that it is imperative to emphasize the significant impact that organizational culture has on the process of

change management. This is the case due to the fact that organizational culture facilitates the organization's response to both internal and external pressures, as it is fundamental to the organization's survival. Linturi and Muna (2021) aimed to determine the impact of command reorganization on the performance of police officers. The study found that there is a strong and positive correlation between the command structure and the performance of police officers. The study determined that although the National Police Service command structure has been reorganized, there is still a persistent lack of efficacy in the performance of police officers. It is thus advisable to alter the current legislation in order to permit additional reorganization of the command structure of the National Police Service. The current study aimed at evaluating the impact of command structure on the provision of services by the National Police Service in Kakamega County.

Due to its necessity for an organization to remain competitive in the current market, change management is an everyday occurrence. This is because, among other things, the technological landscape, shareholder demands, and internal and external environments are all in a constant state of flux. Once more, stakeholders are conducting a thorough examination of corporate activities and are demanding that the operations be integrated into the change process (Kilonzi, Atikiya, & Atambo, 2023).

Burke (2012) state that organizations enduring transformations require change process championing teams. This requires the participation of all personnel in the organization seeking change, with a particular emphasis on senior leadership, in the change initiative. Thus, in order to ensure that the process is not overly confrontational, it is imperative that the company's top leadership comprehends its vision, mission, and

objectives and works to foster a culture that discourages opposition to the desired change.

The majority of police organizations globally are structured in a bureaucratic manner that resembles that of the military. These organizations are rigid, centralized, hierarchical, and governed by formal rules, regulations, protocols, standards, and procedures (Walsh & Vito, 2014). Jermier and Berkes (2019) state that these components were mainly laid out in Wilson's works, Weber's concept of a bureaucratic organization, and Fayol's theory of administrative management. According to O'Connell and Straub (2017), the conventional wisdom in organizational studies holds that the typical police organization is a rigid bureaucracy that aims to standardize management processes, encourage strict adherence to rules and regulations in order to speed up mobilization, and establish efficient systems of supervision, coordination, and management. It is widely believed that the bureaucratic framework, extensive pre- and in-service training, and the distinctive and protracted nature of police work collectively contribute to the formation of fundamental cultural values and practices within police organizations.

The Kenya Police Service is established and operates in accordance with CAP 14(4) of the Constitution of Kenya, as stated in the National Police Service Act (2021). As stated by Foran (1962), the Kenya Police Service has its historical origins traced back to the colonial era of East Africa, during which it underwent various name changes and phases of transformation prior to its establishment in 1920. The Kenya Police Strategic Plan (2018-2022) estimates that the organization employs more than 40,000 personnel, comprising both men and women, who are divided among various provinces, formations, and units. The Kenya Police Service operates under the

authority, supervision, and direction of the IGP, who is supported in carrying out his duties by senior officers and his deputies.

Kakamega is one of the 47 counties comprising the nation of Kenya. Given its significant population, the county is home to an extensive array of law enforcement agencies and departments that collaborate harmoniously to ensure the preservation of public order. Additional specialized police units based in the county include the ATPU, TPU, GSU, GD, CID, and ANU, which are all located here. Additionally, the provincial police headquarters, from which the majority of administrative police work is carried out, is located in this area. The Constitution establishes a unified police hierarchy presided over by an IGP who exercises jurisdiction over the Kenya Police Service and the Administration Police, thereby substantially enhancing police accountability (NPS, 2023).

The implementation of police service reforms has led to the Constitution mandating that the police adhere to certain principles: professionalism, prevention of corruption, promotion of transparency and accountability, and practical application of these tenets. The Constitution creates a strong, unified command and establishes independent oversight institutions in an effort to increase the effectiveness and accountability of the police. To align Kenyan legislation with the provisions of the new Constitution, a multitude of laws needed to be enacted (NPS, 2023).

In the realm of law enforcement, three significant legislations were enacted: the National Police Service Act, the Independent Police Oversight Authority Act, and the National Police Service Commission Act. Additional developments that could potentially expedite police reforms include the establishment of a forum for public discourse regarding policing and police accountability, which has generated a momentum for reforms; an increase in the number of courageous calls for public

inquests; and numerous media calls for accountable policing. Junior officers are currently less receptive to accepting deplorable working conditions, which has prompted calls for reform within the police force (Amnesty International, 2013). This study seeks to examine the influence of organizational culture change on service delivery of the National Police Service in Kakamega County Kenya.

1.2.Statement of Problem

Since the enactment of Constitution of Kenya, (2010), there have been efforts to change the Police department from being seen as a police force to a police service, responsive to citizens' needs and aspirations. Efforts have been undertaken to transform the organizational ethos of the National Police Service in order to more fully embrace the constitutional aspirations. The Constitution creates a strong, unified command and establishes independent oversight institutions in an effort to increase the effectiveness and accountability of the police. To align Kenyan legislation with the provisions of the new Constitution, a multitude of laws needed to be enacted. In the realm of law enforcement, three significant legislations were enacted: the National Police Service Act, the Independent Police Oversight Authority Act, and the National Police Service Commission Act. Despite these efforts to change the police service through various strategies such as communication strategies, leadership strategy and others complaints still abound concerning the police service delivery. Increase in crime, brutality of the police, corruption allegation among others still create doubt about the effectiveness of the reform strategies. Public perception still seems to hold that cultural and reorientation may be slow in being attained. On reporting the crime rate the NPS scored an 81% corruption index in the country affirming alarming

situation. Kakamega county recorded high complains to a tune of 69% on crime rate, furthermore culture of laxity has led to minimal performance levels (NPS, 2023).

Studies indicate a number of construct gaps. For instance, Mugambi (2017) focused on strategic change management practices and the performance of the Kenya Police. Opollo, Njue, and Chandi (2023) assessed the implementation of Police-reform Programme and Performance of Kenyan Police-Service, Ligami (2023) assessed the internal reform initiatives and performance of national police service in Nairobi County. However, they have not addressed police culture change strategies and how they affect service delivery despite this being a constitutional imperative. Thus, this study there endeavored is to ascertain the impact that organizational culture change strategies have on the provision of services by the National Police Service in Kakamega County, Kenya.

1.3 Objectives of the study

1.3.1 General objective

The study was sought to examine the influence of organizational culture change on service delivery of the National Police Service in Kakamega Central Sub County, Kakamega County Kenya.

1.3.2 Specific Objectives of the Study

- i. To establish the influence of command structure on service delivery of the national police service in Kakamega Central Sub County.
- ii. To determine the influence of communication strategy on service delivery of the National police service in Kakamega Central Sub County.

- iii. To evaluate the influence of senior management support on service delivery of the National police Service in Kakamega Central Sub County.
- iv. To establish the influence of stakeholder involvement strategy on service delivery of the National police Service in Kakamega Central Sub County.

1.4 Research Hypotheses

H₀₁: Command structure has no significant influence on service delivery of the national police service in Kakamega Central Sub County.

H₀₂ Communication strategy has no significant influence on service delivery of the National police service in Kakamega Central Sub County.

H₀₃: Senior management support has no significant influence on service delivery of the National police Service in Kakamega Central Sub County.

H₀₄: Stakeholder involvement strategy has no significant influence on service delivery of the National police Service in Kakamega Central Sub County.

1.5 Scope of the study

The study sought to establish the influence of organizational culture change on service delivery of the National Police Service in Kakamega Central Sub County Kenya. The corruption preference rate in the NPS scored an 81% corruption index defines purpose for the study.

The study was done for three months May to July targeting 219 officers in the National Police service at the Kakamega Central sub county. The units and formations under study included the General Service Unit, Directorate of Criminal Investigations,

Traffic Police Department, Kenya Police Air Wing, Kenya Police Dog Unit, Critical infrastructure protection unit and the Kenya Airports Police Unit.

1.6 Significance of the Study

The study may furnish research groups and scholars with foundational knowledge to facilitate further investigation in this field. It may serve as a reference material and a framework for identifying areas where further research is needed. The study determined the impact of organizational culture reform on the service delivery of the National Police Service in Kakamega County. Kenya

The study may provide valuable insights for policy makers, such as the Government, who can utilize these findings to implement a policy for enhancing organizational culture in order to enhance service delivery.

The study's findings may allow NPS policy makers to determine the impact of organizational culture change on employee behavior and assess its effects on service delivery. This information may aid in developing an effective strategy for the future. The study covered from June to August 2024.

1.7 Limitation of the study

The study experienced challenges in terms of accessing the respondents due to diversity of the offices in the National police service in Kakamega County. However, this limitation was overcome by use of the research assistants.

Some respondents feared divulging information while responding to questionnaires. The researcher assured the respondents that their response and identity was kept

anonymously and in high confidence. Besides, the researcher informed them that the study was meant purely for academic purposes.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter offers an overview of the pertinent literature on the subject matter, as it has been presented by a variety of authors, academicians, researchers, and analysts. The research investigates the influence of organizational culture change strategies on service delivery. It is divided into subsections, which include conceptual review, theoretical review, empirical reviews, and study gaps.

2.2 Theoretical Review

A theoretical review framework is used to narrow down the variety of relevant data by focusing on certain factors and making clear the exact point of view that the study looks at. By conducting a process of validation against the provided definitions and knowledge, this enabled the comprehension of the concepts and facilitated the interpretation and analysis of the gathered data (Maxwell, 2016). The theoretical review comprises an analysis of the proponents, merits, drawbacks, and significance of the study. This study utilized by Denison organizational culture theory, involvement theory and the stakeholder theory.

2.2.1 The Denison Organizational Culture Theory

The Denison Organizational Culture theory was established by Daniel Denison. The theory was initially released throughout the latter part of the 1980s and the early part of the 1990s. Denison's work during this period centered on establishing a connection between organizational culture and performance outcomes, utilizing his vast research and consulting expertise. Denison classifies business culture into four overarching dimensions: adaptation, mission, involvement, and consistency (Beker 2014). Adaptability is the ability to efficiently handle a changing and developing

environment. The rate at which the change is understood and the rate at which the competitive environment is addressed will differentiate high-performing firms from low-performing enterprises. He characterized culture as a deliberate undertaking in which employees engage in every activity. The fundamental purpose of each action is to achieve the main objective of the organization's existence: to define a distinct mission and enable employees to comprehend its impact on the organization's success. It is crucial for employees to comprehend the interrelationship between individual tasks and activities and the overarching vision of the firm. He also characterized it as an engagement in which a corporation cultivates a robust sense of accountability and dedication, enabling employees to comprehend the precise judgments they are authorized to make (Driessen & Hillebrand, 2013).

Employees are encouraged to participate in collaborative cooperation and provide mutual support in order to achieve their employment objectives. Furthermore, culture was defined by its level of consistency, referring to a collection of protocols that enable the management of the system. A protocol is a pre-established collection of instructions or regulations that must be adhered to in order to successfully complete a certain work, while also fulfilling predetermined benchmarks for both efficiency and excellence. Every employee recognizes that their work has a significant influence on others and is also influenced by the work of others. Involvement involves fostering accountability among employees by equipping them with various strategies to enhance their readiness for job training and growth. Through the implementation of this technique, employees will acquire a lucid understanding of their obligations, the precise issues that need their decision-making, and the limits of their duties.

Empirical research utilizing the Denison Organizational Culture Model repeatedly indicate that particular cultural characteristics have a substantial influence on the provision of services in different industries. By embracing and strengthening these cultural characteristics, the NPS in Kakamega Central Sub-County has the potential to increase service delivery, foster public trust, and improve overall organizational effectiveness (Driessen & Hillebrand, 2013). By implementing culture change tactics that prioritize involvement, consistency, adaptability, and goal alignment, the NPS can undergo a significant transformation, becoming a more efficient and responsive organization. Criticism of Denison organizational culture is based on reducing organizational culture to four traits may oversimplify the nuanced, dynamic nature of real-world culture. Relevance of the theory is adaptation, mission, involvement, and consistency as cultural attributes for service delivery. This is the main theory as it outlines command structure, communication strategy, senior management support and stakeholder involvement.

2.2.2 Involvement Theory

Krugman is widely recognized for pioneering the concept of engagement in the realm of advertising and communication throughout the 1960s and 1970s. He made a clear distinction between low and high involvement, stating that low involvement situations require passive processing of information, whereas high involvement situations require active and strenuous processing of information. He established the basis for comprehending the dynamics of consumer-advertisement interaction and the impact of their engagement on perception and memory.

This theory posits that engagement and active participation will enhance a feeling of accountability and possession, hence improving organizational performance and

fostering loyalty. Efficient organizations grant authority and enable their personnel, structure their institutions based on teams, and enhance human potential at every hierarchical level (Beker 2014). The executives, managers, and employees have a strong dedication to their work and possess a sense of ownership towards the firm. Individuals across all hierarchies perceive that they possess a certain degree of influence over decisions that may impact their tasks, and that their tasks are closely linked to the objectives of the organization.

Criticism is based on fact that the level of involvement is not fixed; it fluctuates based on factors like context, mood, peer influence, urgency, and risk. The relevance of employee engagement and participation in the formulation of organizational values to cultivate a sense of ownership, commitment, and alignment with declared values is a central tenet of involvement theory as it apply to organizational values. This theory places emphasis on the notion that employees who engage in active participation in the development and reinforcement of organizational values are more inclined to demonstrate conduct that aligns with those values. Thus the theory is well placed to explain the fourth objective of the study which is to establish the influence of stakeholder involvement strategy of the National police Service in Kakamega County. This is the main theory as it outlines how leadership is invlved through command structure, communication strategy, senior management support and generally stakeholder involvement. It much addressses the command and senior management support.

2.2.2 Stakeholder Theory

Stakeholder theory, which was initially introduced by Edward Freeman in his 1984 publication *Strategic Management: A Stakeholder Approach*, asserts that organizations should evaluate the interests and consequences of all stakeholders, not

merely shareholders. Stakeholders encompass individuals or groups who have the ability to influence or are impacted by the operations of the organization. With this idea, management's purview is widened to include more groups with vested interests in the outcomes of the business.

Anyone or any group with a vested interest in the organization's success or failure is considered a stakeholder (Freeman, 1984). According to Schneper and Guill'en (2014), there are various types of actors that are associated with a business. These actors might be either inside or external to the company. Stakeholder Theory suggests that various stakeholders have varied interests, as each stakeholder possesses their own unique set of expectations, demands, and values (Freeman, 1984). Stakeholder goals, originating from numerous sources, often clash with one other in this situation, necessitating the need to harmonize the interests of different stakeholders (Driessen & Hillebrand, 2013).

According to the instrumental approach of Stakeholder Theory, stakeholders are more likely to support an organization's goals, such as the development of new products and improved performance, if their interests and reasons are in line with those of the organization. Furthermore, the normative approach posits that stakeholders should behave in accordance with some fundamental moral and ethical norms (Bridoux & Stoelhorst, 2014).

Similarly, Phillips, Freeman, and Wicks (2023) suggest categorizing stakeholders as either normative (having a moral obligation to one another) or derivative, which can do either good or harm to the organization. Normative stakeholders include investors, employees, and actors in the supply chain. One organization in an interorganizational

stakeholder interaction can put its own interests second to those of its stakeholders, or it can seek a link that is good for it but bad for others.

This can be either a win-win or win-lose situation for the focal organisation (Bourne & Walker, 2005). Nevertheless, there is a general consensus that cultivating mutually advantageous connections is crucial for establishing trust among collaborators and achieving a competitive edge through inter-organizational collaboration (Kull, Mena, & Korschun, 2016). The theories heavily address stakeholder involvement and communication strategy.

2.3 Conceptual Review

2.3.1 Organizational Culture

Organizational culture comprises a comprehensive amalgamation of significant ideals, principles, viewpoints, conduct, and norms that define a given entity (Boglarsky & Kwantes, 2017). Its influence on the shareholders of the organization is manifested through its impact on the operational procedures of the firm.

Dasanayake and Mahakalanda (2018), notes that the configuration of organizational culture occurs in response to the need for sustained operation, external transformation, and internal consolidation. In the process of quantifying and evaluating the execution of an organization's culture, various opinions and assessments have been disseminated by experts. According to Beech and McKenna (2020), organizational culture can be classified into various components: core values upheld by the organization, a philosophical framework that guides the formulation of organizational policies concerning customers and employees, standards of conduct that are expected of firms

and must be learned by new hires, norms implemented in the workplace, and a few characteristic traits that are customary in nature.

Organizational culture functions as a management instrument that can facilitate success, efficiency, work ethic, and high outputs, as evidenced by numerous companies in Europe, Japan, and the Americas (Sutrisno, 2017). Additionally, Crawford & Lok (2014) assert that organizational culture can influence the manner in which individuals establish personal and professional goals and objectives, as well as the way in which they allocate resources and carry out their responsibilities in pursuit of these objectives. This indicates that the firm's adopted value structure may have an impact on employee conduct and work methodology.

McLean and Zheng (2020) define culture as the comprehensive amalgamation of established beliefs and customs that influence the consumer behavior of members of a particular community. Leaders establish the cultures of organizations, particularly those that have previously shaped them.

2.3.2. Service delivery

Garcia *et al.* (2019) define service delivery as a business aspect describing the transaction of value between a service provider and a service recipient (e.g., the provision of information or the completion of a task). Service delivery is defined by Shittu (2020) as the degree to which the services provided by the sectors listed below meet or surpass the expectations of their respective recipients. Frequently, the objective of service delivery processes is to increase client value through the standardization of business operations and client interactions. As stated by Bhutta

(2019), the majority of companies presently employ service delivery as a surrogate for consumer satisfaction.

Avortri, Nabukalu, and Nabyonga-Orem (2019) posit that service delivery is an element of business operations that establishes the provider-client relationship through the provider's communication of information or assignments that may lead to gains or losses in value for the client. The purpose of every government is to furnish its citizens with services. An enhanced client value is the result of effective service delivery (Rasul & Rogger, 2018). Excellent service delivery significantly influences customer satisfaction; thus, the client should feel as though he or she is the company's top priority. To enhance the implementation of public services, service providers ought to be cognizant of consumer preferences (Enwereji & Uwizeyimana, 2019). A multitude of research studies have demonstrated that organizations that have implemented quality-focused approaches enjoy a variety of benefits, such as enhanced productivity, improved management of labor relations, increased employee morale, and enhanced customer satisfaction (Mbulwa & Kinyua, 2021).

The primary objective of each service provided is to effectuate a transformation in the customer, with the client constituting the principal beneficiary. Changing one's perspective on family or society, acquiring new knowledge or skills (education), or adopting healthier behaviors (health) are all actions that can be taken solely by the individual receiving social services. His or her role as a co-producer of any personal transformation is crucial. In order to expedite the procedure, only the service provider or agent possesses the authority to utilize his or her expertise and exertion. Although the agent helps the individual being assisted by presenting alternatives, demonstrating processes, and providing guidance and advice, the agent is unable to implement the

change independently. Collaboratively, the agent and the citizen effectuate the intended transformation (Makanyeza *et al.*, 2012).

2.3.3 Command Structure

The formation of police organizations is primarily influenced by the social-cultural and historical background in various countries (Varghese, 2020). The command structure of the National Police Service (NPS) is overseen by the Inspector General (IG), who is deputized by the Deputy Inspector General-Kenya Police Service (DIG-KPS) and the Deputy Inspector General-Administration Police Service (DIG-APS). The Constitution of Kenya, specifically Article 245(2)(b), and the National Police Service Act, 2021, specifically Section 10(f-h), pertain to the concept of independent command. Require the IG to restructure the command system to better adapt to the changing dynamics of society.

The NPS Policy Framework and Plan for Reorganization (2018) delineates its strategy for attaining optimal quality and efficacy in the provision of police services to the general populace of Kenya. The recommendation suggests reforming the command and control systems within the National Police Service and optimizing resource use. The restructured National Police Service (NPS) has streamlined the command structure and reinforced established units, resulting in a well-defined hierarchy of command that improves the effectiveness of police officers. The primary objective of DIG-KPS is to prioritize Public Security and Safety, whereas DIG-APS is dedicated to Protective and Border Security. Additionally, the Director of Criminal Investigation is responsible for overseeing Criminal Investigations. A total of 36,680 officers from the General Duty KPS and 25,702 officers from the APS were consolidated to establish the General Duty Police under the supervision of the DIG-KPS. The APS is composed of several established units, including the Rapid Deployment Unit (RDU), Border

Police Unit (BPU), APS Stock Theft Prevention Unit (APS-ASTU), and Critical Infrastructure Protection Unit (CIPU). Reorganization alters the manner in which an organization operates (Finkelsten, 2016). In the context of a restructured command structure, the implementation of a popular police culture, attitudes, principles, and actions, along with improved supervision, transparency, and shared workload, would likely yield satisfactory outcomes. For organizations to function effectively, it is necessary to establish structured connections among individual members, wherein standards and performance objectives are clearly stated (Sibidi, 2014).

2.3.4 Communication Strategy

Deszca *et al.* (2019) define effective communication as the streamlined transmission of information within an organization with the assurance that the intended message is faithfully transmitted. The organization's mission, vision, and objectives ought to be manifested in its communication strategy. The communication strategy takes into account the level of the organization, the organizational stakeholders, the communication channels, the capacity to measure effectiveness, and the importance of timeliness. Verbal, written, or alternative methods of communication may be utilized to convey information (Lewis, 2019). An integral component of any successful communication strategy is a meticulously devised strategy to attain the intended outcomes. According to Hayes (2018), the constituent elements of a communication strategy consist of objectives, target audience, approach, and distribution channels.

2.3.5. Senior Management support

This refers to the highest-level administrators actively participating in a program of critical importance within an organization. This includes the translation of policies into strategies, initiatives, and goals, objectives, and objectives. Burnes (2018) asserts that the support of senior management is the most essential determinant of success for any

given organization. To ensure the success of any endeavor or plan, senior executives may need to acknowledge that their influence is crucial. The responsibility of making decisions that impact the entire organization lies with the top management. It is its responsibility to provide employees with advance notice of any alterations so that they may make appropriate psychological preparations. It must also provide employees with advance notice regarding the significance of the change and the potential ways in which the employees may be impacted by the implementation.

The active participation of senior management is crucial in guaranteeing the successful execution of organizational changes that advance the provision of high-quality services. It is imperative that they furnish sufficient facilities and resources to aid in the execution of any proposed modifications aimed at ensuring the provision of high-quality services. They should arrange training programs to inform employees about the significance of the new change, its implementation process, and how it may impact them. As suggested by Goodstein and Burke (2021), senior management should motivate and inspire its staff to embrace change. Additionally, commendation and rewards should be extended to high-performing employees to inspire and motivate the rest of the staff to work even harder.

The organizational structure is a critical component in facilitating the execution of strategic change management methodologies. This aligns with the findings of Hamel (2016), an individual who examined the effects of change management in European services organizations. In conclusion, he stated that change management practices were effectively implemented by organizations whose organizational structure and strategic objectives were seamless integrated. Strategic change management practices should be incorporated into the organizational structure, according to Robbins (2023),

to ensure a continuous flow of activities and decisions that are geared toward attaining the organization's goals and objectives.

2.3.6. Stakeholder involvement

Stakeholders are any people or organisations that are impacted by the goals of the organisation and its success or failure, either directly or indirectly. Anybody whose interests are impacted by the project's operation or results, whether directly or indirectly, is regarded as a stakeholder (Freeman, 2014). Both businesses and people who are actively working on the project are included in this. The performance of public authorities in providing water services is examined from a number of angles. The aforementioned factors encompass the roles that stakeholders play in accomplishing the organization's water goals, the obstacles that arise in achieving these goals, the assistance offered for implementation, the input that stakeholders provide to organisational resources, the funding that stakeholders provide, conflicts that arise, and the impact of governmental policies.

Public service delivery involves many different types of stakeholders, each with their own unique interests. Consequently, they aid local governments in addressing basic needs by including residents in decision-making and offering development resources. Researchers Zwane and Matsiliza (2022) looked at Dumbe Municipality in Kwazulu-Natal to see how involved different parties were in the process of service delivery. Improving service delivery and advancement in the Dumbe local area was the main objective. The Dumbe municipal region served as the study site where researchers gathered data. Data was collected and analyzed utilizing a qualitative technique, specifically employing the case study design. Resource management, socio-economic considerations, and governance concerns have been identified as obstacles to obtaining complete stakeholder support in service delivery. This study showcased the fluctuating

levels of involvement from a restricted number of stakeholders. The municipality should enhance its interactions and strategies to effectively engage stakeholders and enhance their involvement in service provision. The study's findings enhance the current understanding of participatory democracy in South Africa.

2.4. Empirical Review

2.4.1. Effect of Command structure on service delivery

Bertha (2017), while studying how practices of strategic change management affect service delivery of Administration police service in Kisumu County, established that multiple commands affected performance. The study has provided significant information on command structure and performance of Administrative Police Service. However, there is need to establish whether the same relationships are applicable in Kakamega County in light of studying the influence of culture change strategies.

With a particular focus on police commands in Kitui County, Joseph, Christine, and Joash (2016) aimed to investigate how internal organisational variables affect service delivery within the Kenya Police Service. According to the study, the main internal factor influencing service delivery in the Kenyan police force in Kitui County is leadership. The study discovered a strong link between police officers' service delivery quality and leadership in the force. Determining whether this is the case for this particular Kakamega County research region is essential.

The goal of Linturi and Muna (2021) was to ascertain how police personnel' performance was affected by command reorganisation. According to the study, police officers' performance and the command structure are strongly and favourably correlated. The study found that despite the restructuring of the National Police Service command structure, police officers' performance continues to be ineffective.

Therefore, it would be prudent to amend the existing law to allow for further restructuring of the National Police Service's command structure. The goal of the current study was to assess how the National Police Service's command structure affected the services it provided in Kakamega County.

Zhang (2019) posits that organizational culture is composed of three distinct strata. The outermost layer comprises the material or material components, such as products, apparatus, and technology. This serves as the organizational cornerstone. The middle/system stratum comprises an organization's policies, procedures, and laws. This is the organizational critical element. Finally, there is an internal/spiritual stratum that encompasses the management philosophy and goal-oriented strategies. This constitutes the fundamental essence and spirit of the organization.

Aluko (2013) found that employees in Nigeria seem to have accepted the organization's way of life, no matter what culture they come from. The author also brought attention to the fact that cultural elements are significantly correlated with things like employee dedication, turnover rate, and positive attitude towards work. Culture alone did not lead to enhanced levels of organizational performance, and the author found a negative link between culture and performance. The performance was also affected by other elements like the economy, technology, and political atmosphere.

Xiong and King (2019) conducted a study that investigated the influence of organizational culture on patient satisfaction in healthcare settings, employing the Denison model. The study revealed a favorable correlation between high levels of involvement and adaptability and enhanced patient satisfaction scores. The study emphasized the significance of employee involvement and the capacity to address

patient requirements as crucial elements of efficient service provision in the healthcare sector.

Hartnell *et al.* (2016) conducted a study where they utilized the Denison model to evaluate the culture of educational institutions and its impact on educational outcomes. The results suggested that schools with a robust mission and consistent cultural practices attained superior student performance and satisfaction. The study highlighted the significance of a distinct organizational mission and shared values in improving the quality of educational services.

2.4.2. Effect of Communication strategy on service delivery

Different scholars have highlighted the central role of sound communication strategies in an organization. For instance, Johnson and Scholes (2002) pointed out that an organization's success depends on communication. As such, different means of facilitating communication like Information Systems (I.S.) are of great importance to any organization that is striving to enhance its performance through strategic change management.

According to research by Carlo D'Ortenzio (2012) on the topic of change and change management in public sector organizations, specifically the South Australian Tourism Commission, communication is seen as a two-pronged process that is extremely important in these types of organizations. Based on the study, it was found that the institution's communication channels were bureaucratically complex, which made them slow and prone to misinformation, making it difficult to have productive conversations. On occasion, important firm information was handed out to selected divisions while other divisions within the same corporation were left out. As a result,

the organization's performance was aimed at improving by addressing communication process deficiencies. Unfortunately, neither Kenya nor the police agency were able to put the study's findings into practice. Because of this, the results of this study can only be used to improve future research on strategic change management in the Kenyan National Police Service.

According to Shonubi and Akintaro (2016), who conducted study on how effective communication affects a company's operational success, good communication is crucial. Only when the administration fully explains all concepts before communicating can the organization achieve effective and reliable performance. If administrators want to be good communicators, they need to know all there is to know about the human and physical environments. They need to provide thorough consideration to the communication's purpose, design it using both bottom-up and top-down methods, evaluate the message's content and tone, and give useful criticism. When dealing with inefficient communication, the follow-up mechanism approach must be effective. As its major focus, the study compared and contrasted communication strategies utilized in the police force with those in the corporate world.

Kimaru (2014) looked at the Kenya National Police Service and how outsourcing affected operational performance. The research showed that the police force did not have modern, suitable communication tools, and those that were in use were inefficient and out of date. Because of this, they were unable to carry out their regular policing duties. He went on to say that police were not doing a good enough job of using Closed Circuit Television (CCTV) cameras to catch criminals. Because detectives frequently used their own cell phones for work-related activities and did not have access to official police communication networks, it was necessary for them to acquire and

install current surveillance equipment. The aforementioned research focused on the communication equipment in improving the NPS's operational performance, while communication techniques involve several components. Thus, in order to thoroughly investigate NPS communication tactics and their impact on service performance, a study such as this one was required.

The findings of Bretha (2017) are consistent with those of Kimaru (2014). The study found that the poor and undersized communication equipment is the main cause of inefficiency in the police force. Due to a lack of modern communication networks and technology infrastructure, the police also rely on illegal and antiquated methods to detect crimes. Bretha (2017) and Kimaru (2014) followed the prior study's lead in focusing on the impact of communication technology on police efficiency while paying scant attention to the other components of police departments' communication strategy. The current study filled this gap.

2.4.3. Effect of Senior management support on service delivery

Dubord and Griffiths (2021) present a case study of a municipal police department that implemented a change in the provision of patrol services, which led to a transformation in the organization's culture. This text delves into the department's patrol division, an independent review's engagement, the creation of a service delivery model, and the strategies used by upper management to garner staff support through teamwork. The conversation continues by identifying the critical preconditions that police leaders must meet in order to establish a culture of change within their agency. As a result, the delivery of police services becomes more efficient and effective.

Kingshott (2016) sought to examine the impact of strategic improvements on the performance of Kirinyaga County's National Police Service. The research was informed by a variety of theoretical frameworks, including two perspectives on institutions and resources, the deterrent theory in criminology, organizational learning theory, and postmodern theory of technology. The study's sample consisted of 60 individuals chosen at random from a total population of 475. Ten police officers were hand-picked from each station in Kirinyaga County. Stratified, intentional, and simple random sample approaches were used to pick the respondents. Analyses used descriptive and inferential statistics to glean useful insights from the collected data. An investigation of police experiences and attitudes was provided by the quantitative data. For example, a significant number of federal officials 62.7% believed that seminars, conferences, and publications that prioritized accountability were beneficial. This is evidence of the efficacy of instruments that facilitate the exchange of information. Notably, 80.0% of officials reported that capacity-building training improved work performance, highlighting the correlation between training expenditures and enhanced output. The necessity for targeted ethics training is further highlighted by the fact that a sizeable 20% of respondents voiced worries about police morality. Community policing was therefore well-received; 60% of officials recognized its potential to aid in police reform, and an astounding 66.6% saw its merit in fostering mutual respect and collaboration. Concerns regarding the character of contacts between the public and the police station were expressed by 18.3% of respondents, highlighting the importance of focusing on community involvement.

Joseph, Christine, and Joash (2016) looked into how internal organisational variables affected the Kenya Police Service's ability to provide services, with a particular focus

on Kitui County police commands. The most significant internal element influencing service delivery in the Kenyan police force in Kitui County was found to be leadership. This study aimed to explore the nature of the relationship between leadership and service delivery, with leadership acting as the independent variable and service delivery as the dependent variable. This study sought to ascertain how police leadership affected the provision of services in Kenya's Kitui County. The study employed a descriptive survey as its research approach. The author of this study used a stratified random sampling technique to make sure that all levels of police department officials were fairly represented. Both descriptive and inferential statistics were used to analyse the gathered data. The study found that the leadership of police agencies has a big influence on how officers do their jobs.

2.4.4. Effect of Stakeholder involvement on service delivery

The impact of stakeholder involvement on change management in the National Police Service of Nakuru County was examined by Terer, Mwangi, and Gichuhi (2019). This investigation was carried out in accordance with the stakeholder theory. Questionnaires were employed in the census survey to collect primary data. The results of the study showed a positive and statistically significant relationship between change management and stakeholder involvement in the National Police Service of Nakuru County. It can be concluded that there are not any well-defined criteria for identifying stakeholders, and there are not any open and simple ways to communicate with them. Using the Denison organisational culture model and the participation theory, the current study concentrated on the National Police Service in Kakamega Central Sub County.

Kaito and Njoroge (2023) sought to examine the extent of stakeholders' engagement and the execution of community policing in Taita Taveta County, Kenya. Using a descriptive survey approach, the study team contacted 200 state police officers, 60 federal government administrators, 300 members of the Nyumba Kumi forums, 20 representatives from NGOs, and 50 religious leaders. In all, 245 people were a part of the sample. In order to collect information, questionnaires were used. Descriptive statistics and regression analysis were used to examine the data. The study's findings showed a strong and positive correlation between the level of stakeholder participation and the successful application of community policing. However, the majority of the County's residents have not taken part in community policing programs. As a result, the government should encourage people to get involved in community policing activities inside the County. The current study looked at how stakeholders participated in the NPS's service delivery in Kakamega Central Sub County, whereas the previous study concentrated on particular individuals involved in the implementation of community policing.

Gambe (2013) examines the experiences of the people in Msasa Park in order to evaluate the extent of stakeholder engagement in water supply matters. The study makes use of both quantitative and qualitative approaches. Information was collected from people living in Msasa Park through a survey and from important people in the community through in-depth interviews. We used content and comparison analysis to sift through the data. Based on the findings, the people living in Msasa Park are keen to help discover solutions to the water problems that are affecting Harare. The inhabitants feel excluded, leading to a strained relationship between them and the local officials. The study did not investigate the police service as a disciplined study

population. The present study investigated the participation of stakeholders in the NPS. Karama, Kagiri, and Shale (2019) aimed to investigate the impact of stakeholder participation on the provision of devolved services in specific counties in Kenya. The study was based on system theory. The study utilized a hybrid research design and a positivist methodology. Data was collected from a sample of 384 individuals selected from a population of 35,444 staff members across 8 counties using structured and open-ended questionnaires. The regression model findings indicate that stakeholder engagement has a large and beneficial impact on devolved service delivery. Hence, involving stakeholders has the capacity to enhance the implementation of decentralized service provision. It not only boosts communication, but also improves legitimacy and facilitates more sustainable decision-making for natural resource management. County governments must prioritize the promotion of active participation and stakeholder ownership. Stakeholders can participate in every stage of the policy process, including problem identification, agenda development, and execution, in order to minimize opposition.

Maseko (2023) aimed to identify and analyze the key elements that both enable and hinder effective stakeholder engagement. Their goal was to create a strategic tool for stakeholder involvement that would enhance customer service in the CoE. The study focused on two specific groups: managers of customer care centers within the CoE, and a representative sample of stakeholder organizations that engage with these centers, such as CBOs, NGOs, SMMEs, FBOs, and sports organizations. The sample was intentionally chosen. This study employed a qualitative methodology. Furthermore, the data in this study primarily come from the participants' responses to ten questionnaires distributed to three stakeholder organizations. The participants were

randomly selected from six main stakeholder groups in the City of Ekurhuleni. Additionally, the study includes responses from semi-structured interviews conducted with six out of the 20 customer care area managers. The study aimed to develop a stakeholder engagement instrument that is different from this study, which primarily focuses on examining the impact of stakeholder involvement on the service delivery of the NPS.

2.5. Research Gaps

Based on the empirical review aforementioned, the study has exposed several study gaps that are to be filled. For instance, Bertha (2017) carried out a study on effects of strategic change management on service delivery of administration police in Kisumu County. The study employed descriptive survey. The current study intends to narrow its focus to organizational culture change strategies on service delivery on NPS in Kakamega County.

Joseph, Christine and Joash (2016) explored influence of internal organizational factors on service delivery in KPS using a descriptive survey whereas the current study's scope is on organizational culture change strategies. Terer, Mwangi and Gichuhi (2019) determined the effect of stakeholder involvement on change management of NPS in Nakuru County, whereas the current looked at senior management support in service delivery in Kakamega County.

Table 2.1 represents a summary of empirical literature review, synthesis of research gap and focus of the study based on population, analysis, methodology, theory, methods, concepts, perspective and implication.

Table 2. 1: Research Gaps

Author & Year	Title	Methodology	Findings	Gaps and Focus of Current Study
Bertha (2017)	Effect of practices of strategic change management on service delivery of Administration 1police service in Kisumu County,	Descriptive survey	established that multiple commands affected performance	Study was conducted in Kisumu County while the current study focused on Kakamega County. The study concentrated on strategic change while the current study narrowed on organizational culture change.
Joseph, Christine, & Joash (2016)	influence of internal organizational factors on the service delivery in Kenya police service	descriptive survey research	The study established that there is a strong influence on service delivery of the police officers attributable to leadership in the police service.	The study assessed the internal organizational factors on service delivery. The current study sought to establish the organizational culture change on service delivery
Carlo D'Ortenzio (2012)	Understanding change and change management within public sector organizations, the case of the South Australian Tourism Commission	Descriptive survey	According to the report, the institution's extensive bureaucratic structure and misinformation plagued its communication channels, which hampered productive dialogue and took a lot of time. Important information occasionally	The study was carried out in Australia while the current one was in Kakamega County, Kenya. The current study narrowed on the effect of communication strategy on service delivery of the NPS

			reached a select few departments of the organisation while denying other departments of the same organisation access.	
Shonubi and Akintaro (2016)	Importance of effective communication	Empirical review	It states that only when the administration clarifies all concepts before communicating can an effective and dependable organisational performance be attained.	The current study was narrow on the effect of communication strategy on service delivery of the NPS
Joseph, Christine, & Joash (2016)	Influence of internal organizational factors on the service delivery in Kenya police service as an organization with police commands within Kitui County.	Descriptive	According to the study, leadership in the police force has a significant impact on how well police officers provide their services.	The current study was narrowed on the effect of senior management support on service delivery of the NPS
Terer, Mwangi, & Gichuhi (2019)	aimed to ascertain how stakeholder involvement affected the National Police Service's change management in Nakuru County.	descriptive survey design and correlational research design	Results show a statistically significant positive correlation between change management and stakeholder involvement in the National Police Service in Nakuru County.	This study used descriptive research design

2.6 Conceptual Framework

A conceptual framework is a graphic depiction that shows the viewpoint used to analyse the identified issue. It creates the link between the key concepts and offers a succinct summary of the entire study. The improvement of service delivery and organisational culture change within the National Police Service in Kakamega County are the main goals of this research project. Organisational culture change was the study's main independent variable, and it was assessed using metrics like command strategy, communication strategy, top leadership, and idealised stakeholder involvement. The dependent variable was the National Police Service's service delivery.

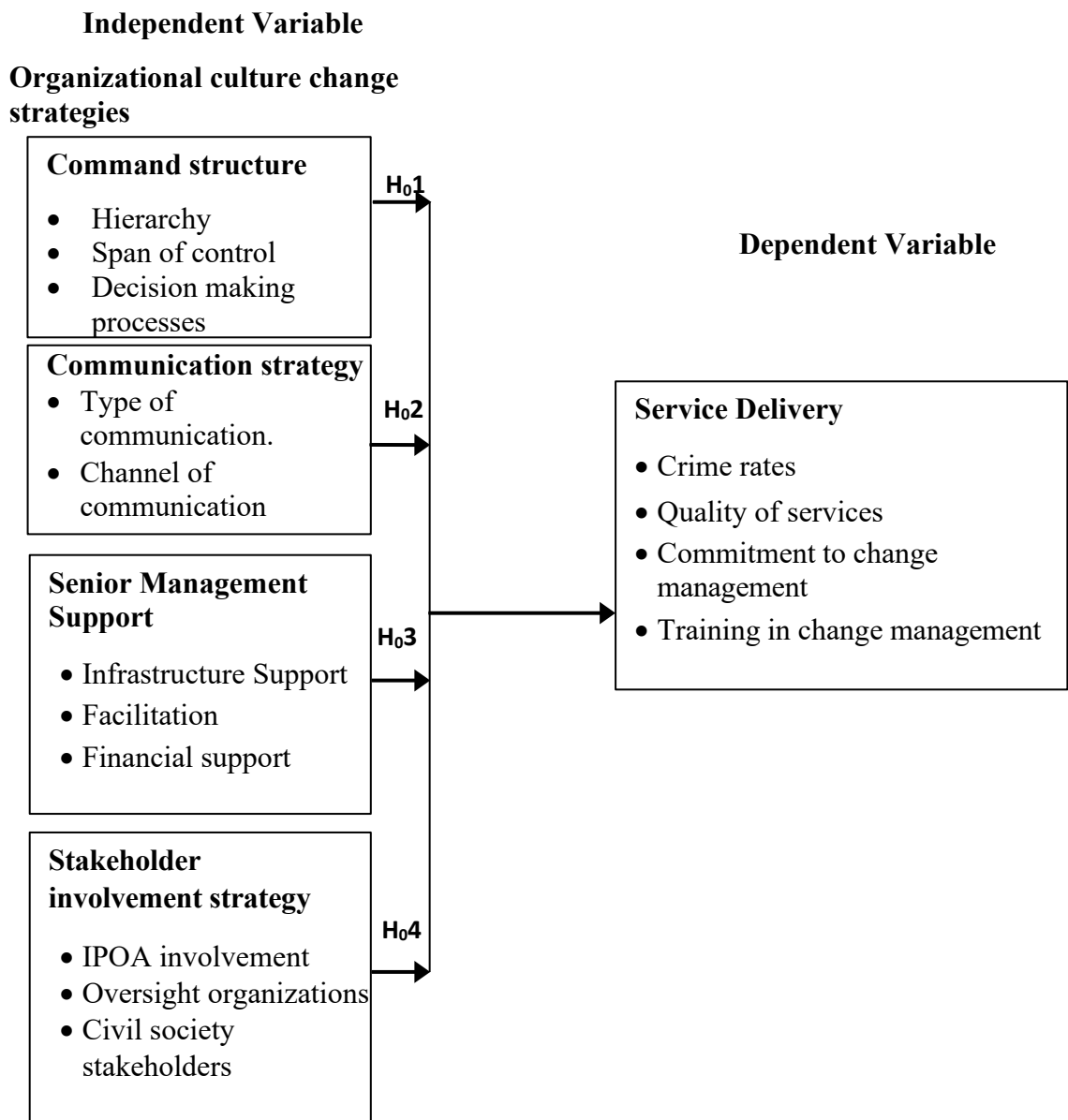


Figure 2. 1: Conceptual Framework

Source: Adapted from Terer, Mwangi, & Gichuhi (2019); Bertha (2017)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research technique employed in the study, aiming to address the knowledge gap identified in the preceding chapters. This chapter provides an overview of the study area, research design, target population, sample design and technique, data collection instruments, assessments of instrument reliability and validity, data analysis, and ethical considerations.

3.2. Study Design

A research design refers to a methodical and structured approach employed to carry out a study (Kothari, 2021). The study employed a descriptive survey research design, as its main objective is to collect data in order to provide a comprehensive description of a certain phenomenon or condition. According to Kothari (2014), the primary objective of a descriptive study is to gather precise data regarding the present condition of a problem or phenomenon, with the aim of deriving significant inferences from the data, if feasible. This study focused on the conceptual framework and offers a comprehensive depiction of the target population under investigation. The research strategy employed in this study is deemed suitable as it involved the utilization of a structured questionnaire to gather primary data, followed by an examination of the influence of the independent variable on the dependent variable.

3.3. Study Location

The study was conducted over a period of three months, focusing on various personnel within the National Police service in Kakamega Central Sub-County. The National Police Service is the primary governmental organization responsible for maintaining peace and order throughout the whole nation of Kenya. Each branch is answerable to

a county policing authority, which further distributes its services among local police divisions despite the organization's nationwide operations. An Officer Commanding Police Division (OCPD) is in charge of a police division, while a County Police Commander is in charge of each county's leadership. An Officer Commanding Station (O.C.S.) is in charge of each police station, which is the division of the police divisions. Patrol bases and police posts are divisions of police stations. The OCPD is in charge of the Kakamega Central Sub-county Police Service, with an OCS serving as a constable. Police officers from several units, such as General Duty, Traffic, CID, CIPU, Dog Unit, KAPU, and GSU, are assigned to the sub-county. According to NPS (2023), Kakamega County's crime rate had a high complaint rate of 69%.

3.4. Target Population

The term population encompasses the complete group of entities that the researcher aims to get a deeper understanding of, whereas sampling pertains to the method used to acquire representative samples from the population (Rahi, 2017). Kothari (2021) introduced the term population to encompass all entities in the universe, encompassing all fields of study. The study targeted police officers based at the Kakamega County Headquarters. The targeted 484 NPS officers from categories that include; The sub county has police drawn from different units that include; General duty, Traffic, CID, CIPU, Dog Unit, KAPU, and GSU (Kakamega Region HR, 2024) The population was categorized as follows;

Table 3. 1: Study Population

	Police Unit	Target Population
1.	General duty	230
2.	Traffic Department	18
3.	CID	10
4.	CIPU	136
5.	Dog Unit	60
6.	KAPU	15
7.	GSU	15
	Total	484

Source: NPS Kakamega Region HR Office (2024)

3.5 Sample and Sampling Techniques

3.5.1 Sample Size

The total number of study participants is the sample size, according to Williams (2017). A sample is a subset of people chosen at random from a population that is thought to be representative of the full population. Taro Yamane's proportional sampling technique was used to establish the right sample size for this study. Sample

$$n = N / (1 + N (e)^2)$$

Where n = Sample size

N = population under study

E = margin error (0.05)

I = constant

Therefore;

$$n = 484 / (1 + 484 (0.05)^2)$$

$$n = 484 / (1 + 484(0.0025))$$

$$n = 484 / (1 + 1.21)$$

$$n = 484 / 2.21$$

$$n = 219$$

The study arrived at 219 as the sample size.

3.5.2 Sample Techniques

The phrase sampling technique pertains to the methodology employed to select a subset of a population for research purposes in a manner that is statistically indicative of the full population (Sharma, 2017). The police service was organized into distinct service units. Furthermore, the participants were categorized into groups according to their respective serving units. Stratified random sampling was adopted. Police unit formed stratus, random was for purposes of non bias approach

Table 3. 2: Sample size

Police Unit	Target Population	Sample size
1. General duty	230	$\frac{230}{484} \times 219 = 104$
2. Traffic Department	18	$\frac{18}{484} \times 219 = 8$
3. CID	10	$\frac{10}{484} \times 219 = 5$
4. CIPU	136	$\frac{136}{484} \times 219 = 62$
5. Dog Unit	60	$\frac{60}{484} \times 219 = 26$
6. Kenya Airports Police Unit	15	$\frac{15}{484} \times 219 = 7$
7. General service Unit	15	$\frac{15}{484} \times 219 = 7$
Total	484	219

3.6 Data Instruments

Primary data was obtained through the use of a questionnaire. Questionnaires are often seen as a cost-effective and efficient choice by many individuals (Wekesa, Namusonge & Nambuswa, 2017). Zohrabi (2013) categorizes questionnaires into three separate types: those that elicit just yes/no responses, those that encourage open-ended comments, and those that allow for both types of responses. The investigation included closed-ended questions.

The project employed structured questionnaires to gather data from study participants. The deployment of research assistants shown success. By using this method, respondents had enough time to finish their unedited comments, increasing the likelihood that they would provide more accurate and reliable information. All of the questions on the questionnaires were closed-ended. The police officers in Kakamega Central Sub County received these questionnaires. A 5-point Likert scale, ranging from 5 to 1, was used to rate each item. A five-point rating system was employed. 1-strongly disagree, 2-disagree, 3-fairly agree, 5-strongly agree, and 4-agree.

3.7 Data Collection Procedures

The researcher hired and trained two (2) research assistants to help with data collecting. The assistants receive training on research ethics and how to properly define and explain technical jargon to respondents. The study assistants provided the respondents with questionnaires and informed them that their answers would be kept confidential.

3.8 Pilot Test

A pilot study is a preliminary investigation carried out on a smaller scale than the ultimate, larger-scale research project, according to Ismail, Kinchin, and Edwards (2018). The researcher can make better decisions on how to carry out the full study by conducting an empirical test of the research technique's viability under real-world circumstances. Put simply, it consists solely of test iterations of a chosen questionnaire. A pilot was undertaken in Matayos sub county, located in Busia County. The sub county has been selected due to its inclusion of the identical police departments found in the study region. It is advisable to conduct a preliminary study, which should constitute 10% thus 22 participants of the overall sample of research endeavor (Cooper & Schinder, 2018).

3.8.1 Validity of Instruments

Validity is the process of verifying that the study accurately examines the objective construct (Zahrabi, 2013). It indicates the extent to which the research instruments have captured the variables of interest (Orodho, 2023). According to Mohajan (2017), who references Hanson, Creswell, and Creswell (2005), content validity is seen as the extent to which the questions on the instrument and the scores that are collected accurately reflect all possible inquiries about the subject matter or competency. Face, content, criteria, and construct validity are the four categories of validity. The study instrument was developed by utilizing a multitude of relevant literature that provided guidance for the variable measures used, thereby enhancing the construct and criterion validity. The measures were also employed in previous research that employed the subject variables. Construct validity was applied through use of KMO test.

A pilot research was conducted in Matayos - Busia Sub County to improve content validity and determine the extent to which the respondents comprehended the questions and any necessary modifications that were required. The variables in this research were evaluated using measures that have been successfully applied in the body of current literature. Diskiene, Galiniene, and Marinskas (2018) proposed that the data be graded and analyzed rationally by specialists who possess a thorough understanding of the relevant constructs. Supervisors was employed to evaluate the instrument's validity. Following this, the final questionnaire incorporated the recommendations of the study, which also enhanced the construct validity.

3.8.2 Reliability of Instruments

According to Mohajan (2017), reliability is the extent to which a measurement maintains its value over time regardless of changes in the researcher or the testing

environment. This is how well the items are consistent with each other. In order to determine whether measurements taken at different times by the same subjects are consistent and whether subsamples on the same test are comparable, reliability is employed (Mohajan, 2017). A reliability test was done using Cronbach's alpha. According to Mugenda and Mugenda (2018), for a Cronbach alpha to be considered reliable, it must be at least 0.70 for the entire sample.

3.9 Data Processing and Analysis

According to Sharma (2018), data analysis is the process of systematically explaining, demonstrating, condensing, summarizing, and assessing data through the use of statistical and/or logical approaches. After the data gathering procedure is complete, it underwent cleaning, coding, and editing to ensure accuracy and completeness. The numerical data was analyzed using descriptive statistics, including percentages and frequencies. Furthermore, a connection was made between the variables using Karl Pearson's correlation analysis. The data was also analyzed using multiple linear regressions and simple regressions. (Sharma, 2018)The data was thereafter presented in tabular forms. Tabular form better conveys data that might otherwise be lost in a graphical depiction, so the researcher used it to summarize and compare quantitative information across variables.

$$\text{Model: } Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y= Service Delivery

β_0 = Constant of Regression which is the value of the dependent variable when the independent variable is 0.

X_1 = Command structure

X_2 = Communication strategy

X_3 = Senior Management support

X_4 = stakeholder involvement

$\beta_1 \beta_2 \beta_3 \beta_4$ = Regression co-efficient

ε =Error term

3.9.1 Diagnostic Tests

The following synopsised presumptions from Hair, Halle, Terry-Humen, and Calkins (2016) was taken into consideration along with the multiple regression model of analysis.

i) Normality is the presumption that a continuous variable's values have a normal distribution with the mean at its centre. This study employed a normality test to ensure that the data for both independent and dependent variables were regularly distributed; as a result, the linear regression model's condition (assumption) was adhered to in this respect. Furthermore, sample data from normally distributed populations are assumed to be the source of parametric testing. The Shapiro-Wilk and Kolmogorov-Smirnov tests were used in SPSS Version 26 to examine the data for normality. A test for normalcy was performed. Regular plots were utilised to confirm the normalcy assumptions.

ii) multicollinearity. To assess the degree of consistency between two or more conceptually independent variables, a statistical test is utilised. This leads to uncertainty about which independent variable contributes to the explained variance in the dependent variable and technical difficulties in computing a multiple regression model. The lack of correlation between the independent variables was verified by looking at the Variance Inflation Factor (VIF), which needs to be less than 10 and have a tolerance value less than 1.0 to be included.

iii) Homoscedasticity: The theory that the variance of the explained variable stayed constant at all levels of explanatory factors was tested using the Levene statistic.

iv) Test for linearity: The P-P plots, which are available in Appendix iii, were used for this. A concentration towards the diagonal line in this instance suggests that the data was linear.

3.10 Ethical consideration

The study was conducted in accordance with established ethical norms, which are of utmost relevance in circumstances involving human participants. As a result of these ethical considerations, each study activity was conducted systematically. It guaranteed the security and privacy of all participants in the study. The origin of the gathered data was kept hidden to ensure its confidentiality and reliability. Participants' involvement in the study was organized beforehand after obtaining their informed consent. Prior to participating in the research, all subjects were required to give an informed assent and was not coerced into participating. There was absolutely no use of force or incentives to enrol persons as research participants. Masinde Muliro University of Science and Technology provided an introduction letter to the researcher. The letter of introduction was utilized in the NACOSTI license and other permissions application process. Before participating in the research, volunteers were thoroughly informed about the study's rationale, procedures, and potential outcomes.

During the study, the privacy and intellectual property rights of the participants was upheld, and any contributions made by them were properly acknowledged in their papers. Measures necessary were taken to prevent errors in data gathering, fabrication, plagiarism, and misrepresentation of authorship. The investigation was conducted in a rigorous and unbiased scientific manner from start to finish, encompassing its genesis, interpretation, analysis, and methodology.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presented results on the effects of organizational culture change on service delivery of the National Police Service in Kakamega Central Sub County, Kakamega County Kenya. The chapter provides both descriptive and inferential statistics. The study examined influence of command structure on service delivery

of the national police service in Kakamega Central Sub County, to determine the influence of communication strategy on service delivery of the National police service in Kakamega Central Sub County, to evaluate the influence of senior management support on service delivery of the National police Service in Kakamega Central Sub County and to establish the influence of stakeholder involvement strategy on service delivery of the National police Service in Kakamega Central Sub County.

4.2 Response Rate

Table 4.1: Response Rate

Out of one hundred (219) questionnaires issued, 162 were fully filled and returned representing 74% response rate. This was excellent since it surpassed the minimal value of 50% response rate prescribed for statistical analysis (Mugenda & Mugenda, 2003).

Table 4.2: Questionnaire Return Rate

		Frequency	Percent
Valid	Returned	162	74
	Not Returned	67	26
	Total	219	100

Source: (Researcher, 2024)

4.3 Reliability and Validity Tests

A sample of 22 respondents from Matayos Sub County, located in Busia County were given the questionnaires to ascertain whether the questionnaires were valid and reliable under pilot study. This was based on similarity in reference to Kakamega. The respondents composition is of similar stature. The four independent variables (command structure, communication strategy, the senior management support and

stakeholder involvement strategy) and the dependent variable (service delivery) were subjected to reliability test using SPSS and the results obtained were shown in table 4.2.

Table 4.3: Reliability test

Variable	N of Items	Cronbach alpha
Command structure	7	.767
Communication strategy	5	.798
Senior management support	5	.765
Stakeholder involvement strategy	5	.744
service delivery	5	.875

Source: Researcher's Pilot survey (2024)

Table 4.2 above showed that the variables under study achieved the recommended Cronbach's Alpha of greater than 0.7. This was important for internal consistency of data (Mugenda & Mugenda, 2018).

Table 4.3: KMO Test

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) results were assessed using main component analysis. The results are presented below.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.742
Bartlett's Test of Sphericity	Approx. Chi-Square	542.049
	Df	10
	Sig.	.000

Communalities		
	Initial	Extraction
The NPS has clear goals and objectives	1.000	.720
The officers have been briefed and are well aware of the goals, targets and responsibilities	1.000	.813
There is reduced complains from the public on service delivery of the NPS	1.000	.749
There are reduced crime rates	1.000	.512
The NPS can be rated as a reliable service	1.000	.664
Extraction Method: Principal Component Analysis.		

Component Matrix^a		Component
The NPS has clear goals and objectives		.849
The officers have been briefed and are well aware of the goals, targets and responsibilities		.902
There is reduced complains from the public on service delivery of the NPS		.866
There are reduced crime rates		.715
The NPS can be rated as a reliable service		.815
Extraction Method: Principal Component Analysis.		
a. 1 components extracted.		

Source: Researcher, (2024)

The Kaiser-Meyer-Olkin is a statistical method used to assess the sufficiency of sampling for factor analysis. Factor analysis is considered appropriate when the Kaiser-Meyer-Olkin statistic falls between 0.5 and 1.0. The Kaiser-Meyer-Olkin value of 0.742 indicates compliance with research standards. Given that all factor loadings above 0.4, all questions were kept.

4.4 Demographic Characteristics of the Respondents

Respondents bio data was ascertained, this was on basis of gender, age, education, experience and department. This provided basic understanding on organizational culture change and service delivery of the National Police.

Table 4.4: Descriptive Information on Demographics

Experience		Frequency	Percent
Valid	Less than 2 years	10	6.2
	2-5 years	14	8.6
	5-10 years	138	85.2
	Total	162	100.0
Education		Frequency	Percent
Valid	post graduate	2	1.2
	University	38	23.5
	College	110	67.9
	High school	12	7.4
	Total	162	100.0
Age		Frequency	Percent
Valid	26-34 years	2	1.2
	35-54 years	80	49.4
	55-60 years	80	49.4
	Total	162	100.0
Department		Frequency	Percent
Valid	GSU	10	6.2
	CID	16	9.9
	Traffic Department	46	28.4
	General Duty	90	55.6
	Total	162	100.0

Source: Primary Data (2024)

The majority of respondents, 85.2%, had five to ten years of experience, which was sufficient to describe organisational culture change and National Police service delivery. Since the majority of police officers (61.9%) having college degrees, they were knowledgeable about the study's subject. 49.4% of respondents were between the ages of 35 and 54 and 55 and 60. Regarding designation, the majority of respondents—55.6%—were in the general unit.

4.5 Descriptive Analysis

A descriptive discussion on study variables basically command structure, communication strategy, senior management support and stakeholder involvement strategy as well as service delivery was elaborated. Frequencies, percentages, mean and standard deviation were the mode of descriptive analysis.

4.5.1 Organizational Culture and Service Delivery

The researcher sought to establish the general view of organizational culture on service delivery of National Police Service in Kakamega Central Sub-County Kenya. The results of the Likert Scale were shown in table 4.5.

Table 4.5: Organizational Culture

Organizational Culture	N	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std
1. The police service training and operations has instilled shared beliefs and values among all departments	162	2 (16.7)	0 (0)	33 (20.4)	61 (37.7)	41 (25.3)	3.72	1.02
2. The police service has created clear policies to ensure	162	1 (0.6)	21 (13)	53 (32.7)	51 (31.5)	36 (22.2)	3.62	0.99
3. The police service undertake their duties and responsibilities with a positive attitude	162	0 (0)	23 (14.2)	44 (27.2)	48 (29.6)	47 (29)	3.73	1.03
4. Punctuality, integrity and commitment is observed by all staff	162	0 (0)	18 (11.1)	56 (34.6)	49 (30.2)	39 (24.1)	3.67	0.96
Average							3.69	1.00

Source: Researcher, (2024)

According to table 4.5, the findings indicated that 61 individuals (37.7%) agreed and 41 individuals (25.3%) strongly agreed that the training and activities of the police force have effectively ingrained common principles and values across all departments. Of the respondents, 51 (31.5%) agreed and 36 (22.2%) strongly agreed that the police force had established explicit policies to ensure accountability. Analysis revealed that 48 individuals (29.6%) agreed and 47 individuals (29%) strongly agreed that the police service carries out its tasks and obligations with a positive attitude. Additionally, 49 individuals (30.2%) agreed and 39 individuals (24.1%) strongly agreed that all staff members adhere to timeliness, integrity, and commitment. The research findings reveal that the average mean of 3.69 and standard deviation of 1.0 suggest a

considerable consensus regarding the substantial impact of organizational culture on service delivery within the National Police agency.

4.5.2 Command Structure and Service Delivery

The researcher sought to determine the influence of communication strategy on service delivery of the National police service in Kakamega Central Sub County. The results of the Likert Scale were shown in table 4.6.

Table 4.6: Command Structure

Command Structure	N	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std
1. Command structure of the NPS creates confusion	162	0 (0)	28 (17.3)	55 (34)	54 (33.3)	25 (15.4)	2.94	0.70
2. Sometimes instructions lack clarity due to the hierarchy	162	0 (0)	14 (8.6)	68 (42)	63 (38.9)	17 (10.5)	3.67	0.84
3. Speed of access to information/ communication by police services is slow	162	2 (1.2)	28 (17.3)	56 (34.6)	46 (28.4)	30 (18.5)	3.69	0.85
4. The flow of information was slow	162	0 (0)	48 (29.6)	45 (27.8)	54 (33.3)	15 (9.3)	3.66	0.80
5. Decision making was limited only to commanders	162	0 (0)	10 (6.2)	45 (27.8)	92 (56.8)	15 (9.3)	3.45	0.82
6. The NPS has issues of duplication of duties	162	3 (1.9)	29 (17.9)	54 (33.3)	50 (30.9)	26 (16)	3.41	1.02
7. There is lack of teamwork among personnel	162	2 (1.2)	43 (26.5)	54 (33.3)	33 (20.4)	30 (18.5)	3.51	0.81
Average							3.48	0.83

Source: Researcher, (2024)

According to the study's results in table 4.6, 54 (33.3%) of participants concurred that the NPS's command structure causes misunderstandings. 63 people (38.9%) agreed that the hierarchy can sometimes make instructions unclear, 46 people (28.4%) agreed that police services' communication and information access are slow, 54 people (33.3%) agreed that information flow is slow, and 92 people (56.8%) agreed that

commanders are the only ones who can make decisions. Additionally, 50 respondents (30.9%) agreed that the NPS had problems with duplication of jobs, and 33 respondents (20.4%) thought that staff members do not work together well. A moderate disagreement was indicated by the study's average mean of 3.48 and standard deviation of 0.83.

4.5.3 Communication strategy and Service Delivery

The researcher sought to establish the influence of communication strategy on service delivery of the National police service in Kakamega Central Sub County. The results of the Likert Scale were shown in table 4.7

Table 4.7: Communication strategy and Service Delivery

Communication strategy	N	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std
1.NPS have an approved communication strategy and mode of communication	162	2 (1.2)	37 (22.8)	27 (16.7)	94 (58)	2 (1.2)	3.47	1.95
2.The communication strategy is effective	162	0 (0)	17 (10.5)	42 (25.9)	81 (50)	22 (13.6)	3.51	0.97
3.The police officers have contributed to the formulation of the communication strategy despite being the conduits responsible for the action of this strategy	162	0 (0)	40 (24.7)	0 (0)	24 (14.8)	81 (50)	3.46	1.02
4.Effective communication minimizes problems between the NPS and the public	162	0 (0)	14 (8.6)	47 (29)	81 (50)	20 (12.3)	3.22	1.98
5.There is regular top down communication in our organization	162	0 (0)	18 (11.1)	68 (42)	60 (37)	16 (9.9)	3.69	1.73
Average							3.47	1.53

Source: Researcher, (2024)

The study findings in table 4.7 showed that 94(58%) agreed that NPS have an approved communication strategy and mode of communication, 81(50%) the communication strategy is effective, 81(50%) agreed that the police officers have contributed to the

formulation of the communication strategy despite being the conduits responsible for the action of this strategy, 81(50%) agreed that effective communication minimizes problems between the NPS and the public. Furthermore 60(37%) agreed that there is regular top down communication in our organization. From the study the averages mean was 3.47 and standard deviation of 1.53 indicates agreement on communication strategy and service delivery.

4.5.4 Senior Management Support and Service Delivery

The researcher sought to evaluate the influence of senior management support on service delivery of the National police Service in Kakamega Central Sub County. The results of the Likert Scale were shown in table 4.8.

Table 4.8: Senior Management Support and Service Delivery

Senior Management Support	N	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std
1. The top management's provides adequate facilities and resources to support service delivery	162	0 (0)	27 (16.7)	49 (30.2)	68 (42)	18 (11.1)	3.48	0.90
2. The employees are trained on how to different aspects of service delivery	162	2 (1.2)	47 (29)	63 (38.9)	27 (16.7)	23 (14.2)	3.56	1.97
3. Top management establishes commitment to service delivery	162	0 (0)	22 (13.6)	45 (27.8)	67 (41.4)	28 (17.3)	3.62	1.09
4. Top management devotes resources for development, support and service delivery	162	0 (0)	31 (19.1)	35 (21.6)	83 (51.2)	13 (8)	3.48	1.89
5. Employees are facilitated and motivated towards the organization's goals and objectives	162	2 (1.2)	43 (26.5)	54 (33.3)	33 (20.4)	30 (18.5)	3.51	0.81
Average							3.53	1.33

Source: Researcher, (2024)

According to the study's findings in table 4.8, 42% of participants concurred that top management offers enough resources and facilities to enable service delivery. Of the respondents, 38.9% agreed that the communication strategy was effective. The

dedication to service delivery is established by top management, according to 41.4% of respondents. According to 51.2% of respondents, resources for service deployment, support, and development are allotted by upper management. Additionally, thirty people (18.5%) agreed that staff are encouraged and assisted in achieving the goals and objectives of the company. The study's mean score of 3.53 and standard deviation of 1.33 suggest that senior management supports service delivery.

4.5.4 Stakeholder Involvement and Service Delivery

The researcher sought to establish the influence of stakeholder involvement strategy on service delivery of the National police Service in Kakamega Central Sub County.

The results of the Likert Scale were shown in table 4.9.

Table 4.9: Stakeholder Involvement and Service Delivery

Stakeholder Involvement	N	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std
1. Stakeholder involvement improves service delivery	162	2 (1.2)	8 (4.9)	30 (18.5)	75 (46.3)	47 (29)	3.87	1.88
2. The NPS collaborates with different stakeholders	162	2 (1.2)	41 (25.3)	37 (22.8)	70 (43.2)	12 (7.4)	3.91	1.05
3. Stakeholder involvement has seen continuous improvement in service delivery	162	0 (0)	35 (21.6)	50 (30.9)	56 (34.6)	21 (13)	3.99	1.21
4. Views from external stakeholders help in improve service delivery of NPS	162	0 (0)	18 (11.1)	57 (35.2)	73 (45.1)	14 (8.6)	3.39	1.07
5. The NPS has a mechanism of dealing with both internal and external stakeholders	162	0 (0)	14 (8.6)	32 (19.8)	77 (47.5)	39 (24.1)	3.28	1.09
Average							3.69	1.26

Source: Researcher, (2024)

The study findings in table 4.9 showed that 75(46.3%) agreed that stakeholder involvement improves service delivery, 70(43.2%) agreed that the NPS collaborates with different stakeholders, 56(34.6%) agreed that stakeholder involvement has seen continuous improvement in service delivery, 73(45.1%) agreed that views from external stakeholders help in improve service delivery of NPS. Furthermore 77(47.5%)

agreed that the NPS has a mechanism of dealing with both internal and external stakeholders. From the study the averages mean was 3.69 and standard deviation of 1.26 indicates agreement on stakeholder involvement on service delivery.

4.5.4 Service Delivery

The researcher sought to assess service delivery of National police service in Kakamega Central Sub County Kenya. The results of the Likert were shown in Table 4.10.

Table 4.40: Service Delivery

Service Delivery	N	SD (%)	D (%)	N (%)	A (%)	SA (%)	Mean	Std
The NPS has clear goals and objectives	162	32 (19.8)	14 (8.6)	18 (11.1)	42 (25.9)	56 (34.6)	3.39	1.73
The officers have been briefed and are well aware of the goals, targets and responsibilities	162	28 (17.3)	12 (7.4)	38 (23.5)	46 (28.4)	38 (23.5)	3.51	1.97
There is reduced complains from the public on service delivery of the NPS	162	28 (17.3)	8 (4.9)	42 (25.9)	48 (29.6)	36 (22.2)	3.87	0.89
There are reduced crime rates	162	0 (0)	4 (2.5)	54 (33.3)	84 (51.9)	20 (12.3)	3.91	0.97
The NPS can be rated as a reliable service	162	0 (0)	4 (2.5)	54 (33.3)	82 (50.6)	22 (13.6)	3.46	1.02
Average							3.63	1.32

Source: Researcher, (2024)

Based on the study findings in table 4.10, 56 (34.6) strongly agreed that The NPS has clear goals and objectives, 46 (28.4%) agreed that The officers have been briefed and are well aware of the goals, targets and responsibilities, 48(29.6%) agreed that There is reduced complains from the public on service delivery of the NPS, 84 (51.9%) agreed that there are reduced crime rates as 82(50.6%) agreed that the NPS can be rated as a reliable service. From the study the averages mean was 3.63 and standard

deviation of 1.32 indicating agreement that service delivery of police service was improved. The results indicate that service delivery was facilitated by command structure, communication strategy, senior management support and stakeholder involvement strategy.

4.6 Diagnostic Tests

To determine whether the collected data met the regression analysis's presumptions, the researcher conducted diagnostic tests prior to applying inferential statistics. In order to decide whether to employ a parametric or non-parametric test for inferential statistical analysis, this test was essential in determining the methodology to be applied in data analysis.

4.6.1. Normality test

The Shapiro-Wilk and Kolmogorov-Sminorv tests, both with a 95% confidence level, were used to evaluate the data's normality. If the p-values in the significance column are higher than 0.05, indicating that the test data came from a population with a normal distribution, the null hypothesis is accepted. The researcher's goal was to conduct a normalcy test on the data pertaining to service delivery, command structure, communication strategy, senior management support, and stakeholder participation strategy. Table 4.11 presents the findings.

Table 4.11: Normality Test

Normality	Kolmogorov Smirnov		Shapiro Wilk	
	Statistic	Sig.	Statistic	Sig.
Command structure	.173	.109	.178	.101
Communication strategy	.291	.117	.289	.118

Senior management support	.181	.113	.188	.121
Stakeholder involvement strategy	.181	.213	.197	.203
Service delivery	.172	.095	.173	.094

Source: Researcher, (2023)

The residuals for senior management support, communication strategy, command structure, stakeholder participation strategy, and service delivery all followed a normal distribution, according to table 4.11's findings. A significance level of 0.05 demonstrated this, showing that the normalcy tests were statistically significant. A parametric test was therefore used. Since the data came from a normal distribution and showed actual normality, we accept the null hypothesis. As a result, the normality tests' statistical significance indicates that parametric tests should be used in the study.

4.6.2 Heteroscedasticity/ Homoscedasticity

To test the null hypothesis that the variance of the explained variable stayed constant across all levels of explanatory factors the study used the Levene statistic. Table 4.12 displayed the experimental outcomes.

Table 4.12: Test for Homogeneity

Test of Homogeneity of Variances				
Levene				
	Statistic	df1	df2	Sig.
Command structure	2.109	1	87	.314

Communication strategy	2.111	1	87	.219
Senior management support	1.899	1	87	.501
Electronic payment	1.356	1	87	.423
Service delivery	1.848	1	87	.139

The variances are not statistically different from one another when the Levene test's p-value is greater than 0.05. Consequently, the homogeneity of variance assumption is met. The Levene's test indicates a statistically significant difference in variances when the p-value is less than 0.05. In fact, the p-value is greater than 0.05, indicating that the homogeneity of variance assumption is satisfied.

4.6.3 Multicollinearity Test

The study's goal was to find out if there was a perfect multi-collinearity relationship and a strong correlation between the predictors. This result is significant because the regression model's coefficient estimations become unstable as the level of multi-collinearity rises. Consequently, the coefficients' standard errors could become unduly inflated. The variance inflation factor (VIF) and tolerance values were reported to confirm each predictor's accuracy. To verify these hypotheses, quantitative analysis was done on the data; the results are shown in table 4.13.

Table 4.13: Tests for Multicollinearity

Model	Collinearity Statistics		
	Tolerance	VIF	
1	Command structure	.804	1.243
	Communication strategy	.602	1.661
	Senior management support	.657	1.523
	Stakeholder involvement	.655	1.527

a. Dependent Variable: Service Delivery

Source: Researcher, (2024)

With tolerance values less than 1.0 and VIF values less than 10, all of the regression model's variables that predicted command structure, communication strategy, senior management support, stakeholder participation strategy, and service delivery had tolerance and VIF values that fell within acceptable bounds. Thus, the assumption of multi-collinearity was met.

4.6.4 Correlation analysis

The bivariate correlation for the observed data, which quantifies the relationship between two variables, was determined using the Pearson product-moment correlation coefficient (r). The values of r , which can be either 0 or 1, signifying perfect correlation or total lack of correlation, respectively, indicate the degree to which two variables are linearly associated. In Table 4.12, the correlation analysis results are shown.

Table 4.12 Pearson Correlation Matrix of the study variables

		CS	ComS	SMS	SI	SD
Command structure (CS)	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	162	162			
Communication strategy(ComS)	Pearson Correlation	.356**	1			
	Sig. (2-tailed)	.000				
	N	162	162			

Table 4.12 Pearson Correlation Matrix of the study variables

Senior management support(SMS)	Pearson Correlation	.226**	.547**	1		
	Sig. (2-tailed)	.004	.000			
	N	162	162	162		
Stakeholder involvement(SI)	Pearson Correlation	.403**	.492**	.451**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	162	162	162	162	
Service Delivery(SD)	Pearson Correlation	.693**	.681**	.558**	.694**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	162	162	162	162	162

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

Source: (Researcher, 2024)

According to the aforementioned findings, the command structure's predictive power for service delivery is statistically significant ($r = 0.693$, $p\text{-value} = 0.000 < 0.05$). Therefore, there is a corresponding rise in service delivery as the power structure is expanded. In contrast, a Pearson correlation coefficient of $r = 0.681$ and a $p\text{-value}$ of 0.000 , which is significantly below the 0.05 threshold, demonstrated a strong and statistically significant relationship between communication strategy and service delivery. These results imply that better service delivery follows from the adoption of a more effective communication approach. Bertha's (2017) empirical study on the impact of strategic change management techniques on the services provided by Kenya's Administration police force is in line with this one. Furthermore, the results demonstrated that, at a significance level of 0.05 ($r = 0.558$, $p\text{-value} = 0.000 < 0.05$), senior management support was a significant predictor of service delivery. Service delivery rises in proportion to an increase in senior management support. Finally, the results demonstrated that, at a statistical significance threshold of 0.05 ($r = 0.694$ p-

value = 0.000 < 0.05), stakeholder engagement was a strong predictor of service delivery. The present investigation aligns with the work conducted by Joseph, Christine, and Joash (2016), which looked at how internal organisational issues affected service delivery in the Kenyan police force.

4.7.1 Regression Analysis

4.7.1 Influence of Command structure on service delivery of the national police service

The goal of the study was to determine how Kakamega Central Sub County's command structure affected the national police service's ability to provide services. A straightforward linear regression test was employed to prove this.

Table 4.13: Influence of Command structure on service delivery of the national police service

Model Summary		
Model	R	Change Statistics

	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change	
1	.693 ^a	.480	.478	.65214	.481	148.287	1	160	.000

a. Predictors: (Constant), Command structure

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.065	1	63.065	148.287	.000 ^b
	Residual	68.046	160	.425		
	Total	131.111	161			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Command structure

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.680	.427		3.933	.000
	Command structure	.484	.111	.327	4.376	.000

a. Dependent Variable: Service Delivery

Source: (Researcher, 2024)

The command structure explained 48% of the difference in service delivery among respondents, according to the R-square value of 0.480 in table 4.13 above. The command structure of the National Police Service in Kakamega Central Sub County, Kenya, has a statistically significant effect on forecasting service delivery, according to an analysis of variance (ANOVA) test. At $p=0.000 < 0.05$, the significance value of 0.000 was below the 0.05 level of significance. Thus, the National Police Service's service delivery in Kakamega Central Sub County was significantly impacted by the command structure (t -statistic=4.376, p -value=0.000<0.05). The null hypothesis was rejected in favour of the alternative hypothesis, which holds that the command structure significantly affects service delivery. The command structure resulted in a 0.484 improvement in service delivery.

The regression model equation was: $Y=1.680+0.484X_1$

The leadership command strategy was deemed conducive to good service delivery. This research concurs with Bertha's (2017) findings on the impact of strategic change management approaches on the efficiency and effectiveness of Kenya's administrative police force.

4.7.2 Influence of communication strategy on service delivery of the National police service

The study sought to determine the influence of communication strategy on service delivery of the National police service in Kakamega Central Sub County. The findings were presented here under: -

Table 4.14: Influence of communication strategy on service delivery of the National police service

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics F	df1	df2	Sig. F Change
1	.681 ^a	.464	.461	.66258	.464	138.650	1	160	.000

a. Predictors: (Constant), communication strategy						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.869	1	60.869	138.650	.000 ^b
	Residual	70.242	160	.439		
	Total	131.111	161			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), communication strategy

Coefficients ^a						
Model		Unstandardized		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	.188	.288		.651	.516
	communication strategy	.932	.079	.681	11.775	.000

a. Dependent Variable: Service Delivery

Source: (Researcher, 2024)

According to the data in table 4.14, the communication strategy could account for 46.4% of the variation in service performance in the National Police Service in Kakamega Central Sub County, with an R-square value of 0.464. The communication strategy had a significant influence on forecasting service delivery in the National Police Service, according to the criticality value of 0.000, which was determined below the significance level of 0.05 ($p=0.000 < 0.05$). According to the statistical analysis, the National Police Service's service delivery was significantly impacted by the communication strategy (t -statistic=11.775, p -value=0.000<0.05). After the null hypothesis was rejected, the alternative hypothesis which holds that the communication strategy has a major impact on service delivery in the National police service in Kakamega Central Sub County, was confirmed. As a result, service delivery increased by 0.932 for every unit increase in communication strategy. The regression model equation is:

$$Y=0.188+0.932X_2$$

Senior management police service at large was mentioned in the National Police Service Support. This aligns with Carlo D'Ortenzio's (2012) research on change management in public sector organisations, which highlights the importance of communication strategy in service delivery in the South Australian Tourism Commission case.

4.7.3 Influence of senior management support on service delivery of the National police Service

The purpose of the study was to assess how senior management support affected the National Police Service's service delivery in Kakamega Central Sub County. As may be seen below, table 4.15 provides this.

Table 4.15: Influence of senior management support on service delivery of the National police Service

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Change in R Square	Change Statistics F	df1	df2	Sig. F Change
1	.558 ^a	.311	.307	.75115	.311	72.372	1	160	.000

a. Predictors: (Constant), senior management support

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.835	1	40.835	72.372	.000 ^b
	Residual	90.277	160	.564		
	Total	131.111	161			

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), senior management support

Coefficients ^a						
Model		Unstandardized		Standardized	t	Sig.
		Coefficients				
		B	Std. Error	Beta		
1	(Constant)	.071	.410		.174	.862
	Senior management support	.971	.114	.558	8.507	.000

a. Dependent Variable: Service Delivery

Source: Researcher, (2024)

According to the results in table 4.15, the R-square value was 0.311, indicating that senior management support may account for 31.1% of the variation in service performance in the National Police Service in Kakamega Central Sub County. At the National Police Service in Kakamega Central Sub County, the importance of senior management support in predicting service performance was determined ($p=0.000 < 0.05$). At the National Police Service in Kakamega Central Sub County, senior management support had a substantial effect on service delivery (t-statistic=8.507, p-value=0.000<0.05). The null hypothesis was rejected, and the alternative hypothesis—which claimed that senior management support had a major influence on service delivery—was accepted. Therefore, we conclude that senior management's support does have an impact on service delivery. Service delivery increased proportionately by 0.971 for every additional unit of senior management support.

The regression model equation is:

$$Y=0.071+0.971 X_3$$

National police service leadership through reported that communication was always considered at all times and it was through communication that those matters of concern were realized from citizens, oversight bodies and no governmental organizations. The study is in agreement with that of Shonubi and Akintaro (2016) who found effective communication as significant on service delivery.

4.7.4 Influence of stakeholder involvement strategy on service delivery of the National police Service

The goal of the study was to assess how stakeholder involvement affected the National Police Service's ability to provide services in Kakamega Central Sub County. As may be seen below, table 4.16 provides this.

Table 4.16: Influence of stakeholder involvement strategy on service delivery of the National police Service

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.694 ^a	.481	.478	.65214	.481	148.287	1	160	.000
a. Predictors: (Constant), Stakeholder involvement									
ANOVA^a									
Model			Sum of Squares	df	Mean Square	F	Sig.		
1	Regression		63.065	1	63.065	148.287	.000 ^b		

Residual	68.046	160	.425
Total	131.111	161	

a. Dependent Variable: Service Delivery

b. Predictors: (Constant), Stakeholder involvement

Coefficients ^a						
Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
	(Constant)	1.788	.439		-4.070	.000
1	Stakeholder involvement	1.466	.120	.694	12.177	.000

a. Dependent Variable: Service Delivery

Source: Researcher, (2024)

Stakeholder involvement can explain for 48.1% of the variation in service delivery at the National Police Service in Kakamega Central Sub County, according to the results in table 4.16, which show an R-square value of 0.481. Stakeholder involvement had a substantial impact on service delivery prediction ($p=0.000 < 0.05$). Stakeholder participation has a significant impact on the National Police Service's service delivery (t -statistic=12.177, p -value=0.000<0.05). The alternative hypothesis, which claimed that stakeholder involvement significantly impacted service delivery, was adopted when the null hypothesis was rejected. Therefore, it may be concluded that stakeholder participation does affect service delivery. Service delivery within the National Police Service in Kakamega Central Sub County increased proportionately by 0.516 for every unit increase in stakeholder involvement.

The regression model equation is:

$$Y=1.788+1.466 X_4$$

Respondents indicated that police service stakeholders provide guidance towards improvement of polices service. The study agrees with that of Joseph, Christine and Joash (2016) who studied on the influence of internal organizational factors on the

service delivery in Kenya police service as an organization with police commands within Kitui County. The study found stakeholder involvement as significant on service delivery.

4.7.4 Multiple Regression: Organization Culture and service delivery

The goal of the study was to assess how organisational culture affected the National Police Service's ability to provide services in Kakamega Central Sub County. As may be seen below, table 4.17 provides this.

Table 4.17: Multiple Regression: Organization Culture and service delivery

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.799 ^a	.649	.640	.54139	.649	72.579	4	157	.000
a. Predictors: (Constant), Stakeholder involvement, Command structure, senior management support, communication strategy									
ANOVA^a									
Model		Sum of Squares	df	Mean Square	F	Sig.			
1	Regression	85.093	4	21.273	72.579	.000 ^b			
	Residual	46.018	157	.293					
	Total	131.111	161						

a. Dependent Variable: Service Delivery
b. Predictors: (Constant), Stakeholder involvement, Command structure, senior management support, communication strategy

Model	Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2.576	.412		6.246	.000
	Command structure	.939	.122	.443	7.421	.000
	communication strategy	.533	.083	.389	6.388	.000
	Senior management support	.262	.102	.151	2.581	.011
	Stakeholder involvement	.938	.123	.444	7.596	.000

a. Dependent Variable: Service Delivery

Source: Researcher, (2024)

Table 4.17's results indicated that the National Police Service's organisation culture transformation methods in Kakamega Central Sub County were responsible for 64.9% of the variation in service delivery, with an R-square of 0.649. Strategies for changing an organization's culture were significant in forecasting service delivery ($p=0.000 < 0.05$). The National Police Service's service delivery was strongly impacted by organisation culture change methods (t-statistics above 1.96, $p\text{-value}=0.000 < 0.05$). The alternative hypothesis—that organisation culture transformation tactics had a major impact on service delivery—was accepted, while the null hypothesis was rejected. Thus, we draw the conclusion that initiatives for changing an organization's culture do have an impact on service delivery. The National Police Service in Kakamega Central Sub County increased service delivery in proportion to each unit rise in organisation culture change methods. The regression model equation is:

$$Y=2.576+0.939 X_1+0.533X_2+0.262X_3+0.938X_4$$

The study agrees with that of Terer, Mwangi and Gichuhi (2019) who studied the effect of stakeholder involvement on change management in National Police Service in Nakuru County.

Table 4.17: Hypothesis Findings

Hypothesis	Findings	Decision and basis
HO1: Command structure has no significant effect on service delivery of the national police service in Kakamega Central Sub County	In Kakamega Central Sub County, command structure significantly improves the national police service's ability to provide services.	Reject 0.000<0.05
HO2: Communication strategy has no significant influence on service delivery of the National police service in Kakamega Central Sub County	In Kakamega Central Sub County, communication strategy significantly improves the national police service's ability to provide services.	Reject 0.000<0.05
HO3: Senior management support has no significant influence on service delivery of the National police Service in Kakamega Central Sub County	Support from senior management significantly improves the national police service's ability to provide services in Kakamega Central Sub County.	Reject 0.000<0.05
HO4: Stakeholder involvement strategy has no significant effect on the service delivery of the National police Service in Kakamega Central Sub County	The national police agency's service delivery in Kakamega Central Sub County is much improved by the stakeholder involvement strategy.	Reject 0.000<0.05

Source: Field Data (2024)

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This Chapter presented a summary of the study findings, conclusions, recommendations and suggestions for further research study.

5.2 Summary of the Findings

Summary of findings was provided on basis of command structure, Communication strategy, and senior management support and stakeholder involvement strategy.

5.2.1 Command structure

According to the study, 56.8% of respondents agreed that commanders alone should make strategic decisions. With a standard deviation of 0.83 and a sample mean of 3.48, there appears to be substantial disagreement. Service delivery was strongly predicted by the command structure, as evidenced by a p-value of $0.000 < 0.05$ and a correlation coefficient of 0.693. The command structure may account for 37.4% of the variation in service delivery among respondents, according to the R-square value of 0.480.

5.2.2 Communication strategy

The findings show that 58% of respondents believe that NPS has a predetermined strategy for what and how they communicate. A mean of 3.47 and a standard deviation of 1.53 suggested agreement on communication and service quality. At the 0.05 level of significance, the Pearson correlation coefficient ($r = 0.681$, $p\text{-value} = 0.000 < 0.05$) shows a strong positive relationship between communication strategy and service delivery. With an R-squared value of 0.464, we can conclude that 46.4% of the variation in service performance within the National Police Service in Kakamega Central Sub County was explained by the communication strategy.

5.2.3 Senior management support

According to the report, the majority of respondents (51.2%) think that senior management makes development investments. With an average mean of 3.53 and a standard deviation of 1.33, it was clear that senior management supported service delivery. The findings also showed that senior management support was a significant predictor of service delivery, with a p-value of $0.000 < 0.05$ and an r-value of 0.558. With an R-squared value of 0.311, the National Police Service in Kakamega Central Sub County ascribed 31.1% of the difference in service delivery to top management support.

5.2.4 Stakeholder involvement strategy

Service delivery is improved by stakeholder engagement, according to 46.3% of respondents. The average mean of 3.69 and the standard deviation of 1.26 showed that there was agreement regarding the significance of stakeholders' participation in service delivery. According to the results, at the 0.05 level of significance, stakeholder involvement strongly predicted service delivery ($r = 0.694$ p-value = $0.000 < 0.05$). An R-squared value of 0.481 indicated that 48.1% of the variation in service performance was explained by stakeholder involvement in the National Police Service in Kakamega Central Sub County.

5.3 Conclusion

Command structure was a major predictor of service delivery based on the first objective. The National Police Service's Kakamega Central Sub County command structure serves as the foundation for service delivery. Effective service delivery was facilitated by the leadership command strategy, according to management.

Regarding the second goal, service delivery was significantly improved by upper management. Senior management police service at large was mentioned in the National Police Service Support.

According to the third goal, the National Police Service's service delivery was significantly impacted by communication strategy. According to the leadership of the national police service, communication was always taken into consideration and was the means by which citizens, oversight agencies, and non-governmental organisations brought those issues to light.

Lastly, based on the results of the fourth goal, service delivery was significantly impacted by the stakeholder involvement strategy. According to the respondents, stakeholders in the police service offer direction for enhancing the service.

5.4 Recommendations

Based on the aforementioned findings and conclusions, the study suggests that:

5.4.1 Command structure

The study recommends that there should be decision making process that is employee inclusive for better service provision. The National police service leadership should provide humble leadership whereby employees at lower levels should feel acknowledged.

5.4.2 Communication strategy

The study provides that management at top level should facilitate its workers an offer amicable support for service delivery. Furthermore for employees to execute service delivery it needs emotional and financial support

5.4.3 Senior management support

The study recommends a moderate communication strategy whereby mode of communication from leadership to clients to lower employees should be easy. Furthermore channels of communication should be well provided.

5.4.4 Stakeholder involvement strategy

The study provides that stakeholder should be involvement in matters of National police service. In this case citizens, oversight organizations and NGOs should be in forefront to advocate for better police service.

5.5 Suggestion for Further Research

This study was carried out in the Kakamega Central sub National county police service. Similar research can also be done in other regions in Kenya. In addition, organization culture change strategies are diverse; this study was limited to only four, other strategies such as change management strategies can be studied. The study recommends further studies in other sectors on organization culture change strategies.

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APPENDICES
APPENDIX I: INTRODUCTION LETTER

Dear Respondent,

I'm a Master of Business Management program at Masinde Muliro University of Science and Technology (MMUST). As part of my Master's Degree requirement I'm expected to successfully conduct a research on a relevant topic in my area of concentration (Strategic Management).

This study will look at '**Influence of Organization culture strategies on Service delivery of the National Police Service in Kakamega Central Sub County, Kenya.**'

I would like to request that you to spend some of your valuable time (10-15 minutes) to complete this questionnaire to the best of your knowledge. Thank you in advance for accepting to be a positive contributor to our society. Your responses will be treated with the confidentiality it deserves.

To maintain anonymity, I request that you DO NOT write your names on the questionnaire.

Attached is a copy of the Research Permit from NACOSTI, Research Approval from the Directorate of Post Graduate Studies - MMUST which certifies that I'm a student in the mentioned program.

Yours Sincerely,

Paul Anyim

EMAIL:

APPENDIX II: QUESTIONNAIRE FOR THE POLICE OFFICERS

SECTION I: Demographic Information

Kindly respond to the following questions by checking on the appropriate box (X)

1. Working experience?

- Less than 2 years
- 2-5 years
- 5-10 years
- 10-15 years
- More than 15 years

2. What is your highest level of education?

- Below high school
- High School
- College
- University
- Post Graduate
- Others

3. What is your department at the NPS?

- General Duty
- Traffic Department
- GSU
- CIPU
- CID
- Dog Unit
- Kenya Airports Police Unit
- any other unit

SECTION II: INFLUENCE OF ORGANIZATIONAL CULTURE CHANGE ON SERVICE DELIVERY

SECTION III: INFLUENCE OF COMMAND STRUCTURE ON SERVICE DELIVERY

<p>A. The following set of statements is pertinent to command structure on the service delivery of the NPS. Using the scale: 1= Strongly disagree; 2= Disagree; 3= Fairly agree; 4 = Agree; 5= Strongly agree; indicate the extent to which your department has experienced the following:</p>						
	Command structure	5	4	3	2	1
1	Command structure of the NPS creates confusion					
2	Sometimes instructions lack clarity due to the hierarchy					

3	Speed of access to information/ communication by police services is slow					
4	The flow of information was slow					
5	decision making was limited only to commanders					
6	The NPS has issues of duplication of duties					
7	There is lack of teamwork among personnel					

SECTION IV: INFLUENCE OF COMMUNICATION STRATEGY ON SERVICE DELIVERY

<p>A. The following set of statements is pertinent to communication strategy on the service delivery of the NPS. Using the scale: 1= Strongly disagree; 2= Disagree; 3= Fairly agree; 4 = Agree; 5= Strongly agree; indicate the extent to which your department has experienced the following:</p>						
	Communication strategy	5	4	3	2	1
1	NPS have an approved communication strategy and mode of communication					
2	The communication strategy is effective					
3	The police officers have contributed to the formulation of the communication strategy despite being the conduits responsible for the action of this strategy					
4	Effective communication minimizes problems between the NPS and the public					
5	There is regular top down communication in our organization					

SECTION V: INFLUENCE OF SENIOR MANAGEMENT ON SERVICE DELIVERY

A. The following set of statements is pertinent to senior management support on the service delivery of the NPS. Using the scale: 1= Strongly disagree; 2= Disagree; 3= Fairly agree; 4 = Agree; 5= Strongly agree; indicate the extent to which your department has experienced the following:

	Senior management support	5	4	3	2	1
1	The top management's provides adequate facilities and resources to support service delivery					
2	The employees are trained on how to different aspects of service delivery					
3	Top management establishes commitment to service delivery					
4	Top management devotes resources for development, support and service delivery					
5	Employees are facilitated and motivated towards the organization's goals and objectives					

SECTION VI: INFLUENCE OF STAKEHOLDER INVOLVEMENT ON SERVICE DELIVERY

A. The following set of statements is pertinent to stakeholder involvement on the service delivery of the NPS. Using the scale: 1= Strongly disagree; 2= Disagree; 3= Fairly agree; 4 = Agree; 5= Strongly agree; indicate the extent to which your department has experienced the following:

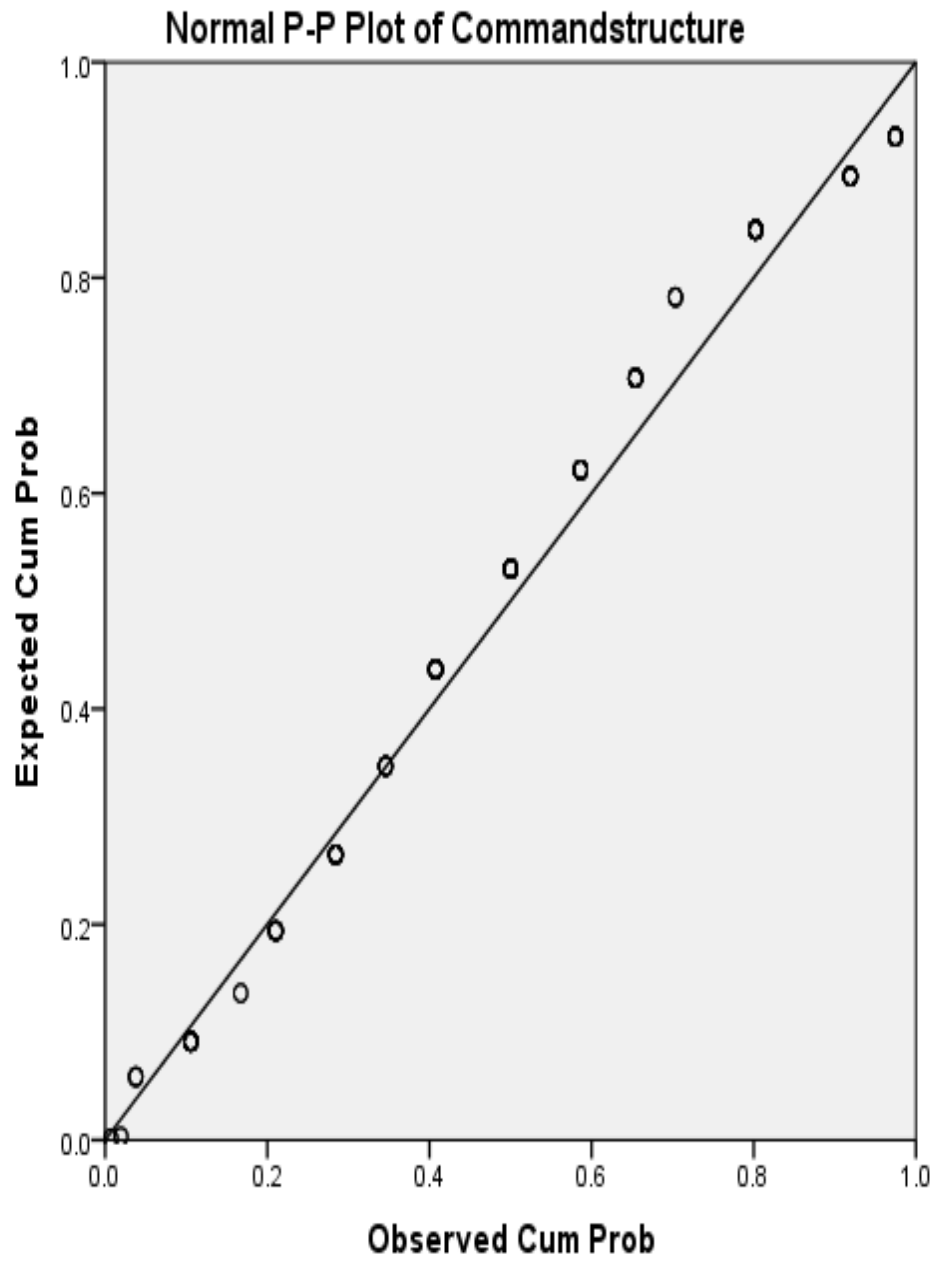
	Stakeholder involvement	5	4	3	2	1
1	Stakeholder involvement improves service delivery					
2	The NPS collaborates with different stakeholders					
3	Stakeholder involvement has seen continuous improvement in service delivery					
4	Views from external stakeholders help in improve service delivery of NPS					
5	The NPS has a mechanism of dealing with both internal and external stakeholders					

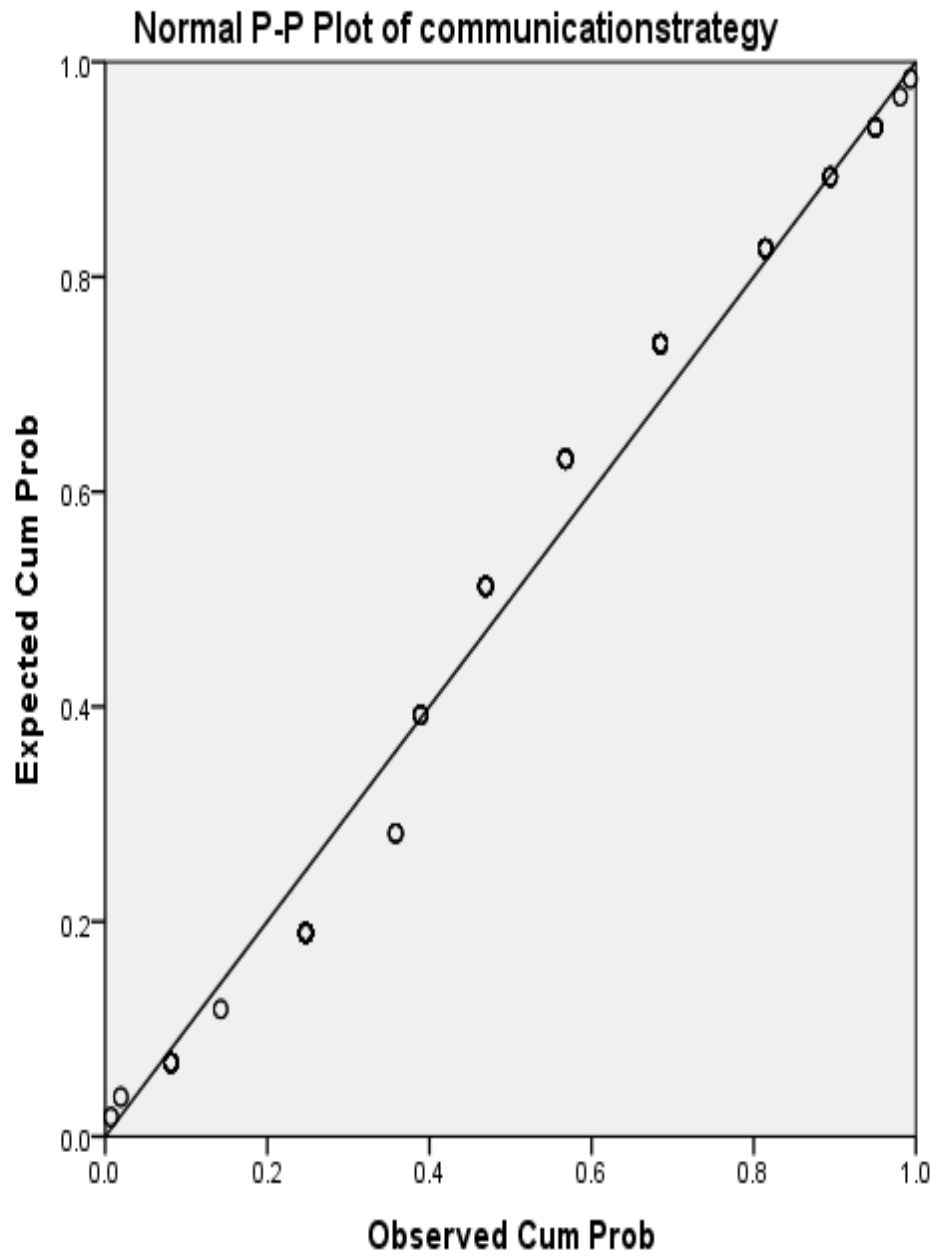
SECTION VI: SERVICE DELIVERY OF THE NPS

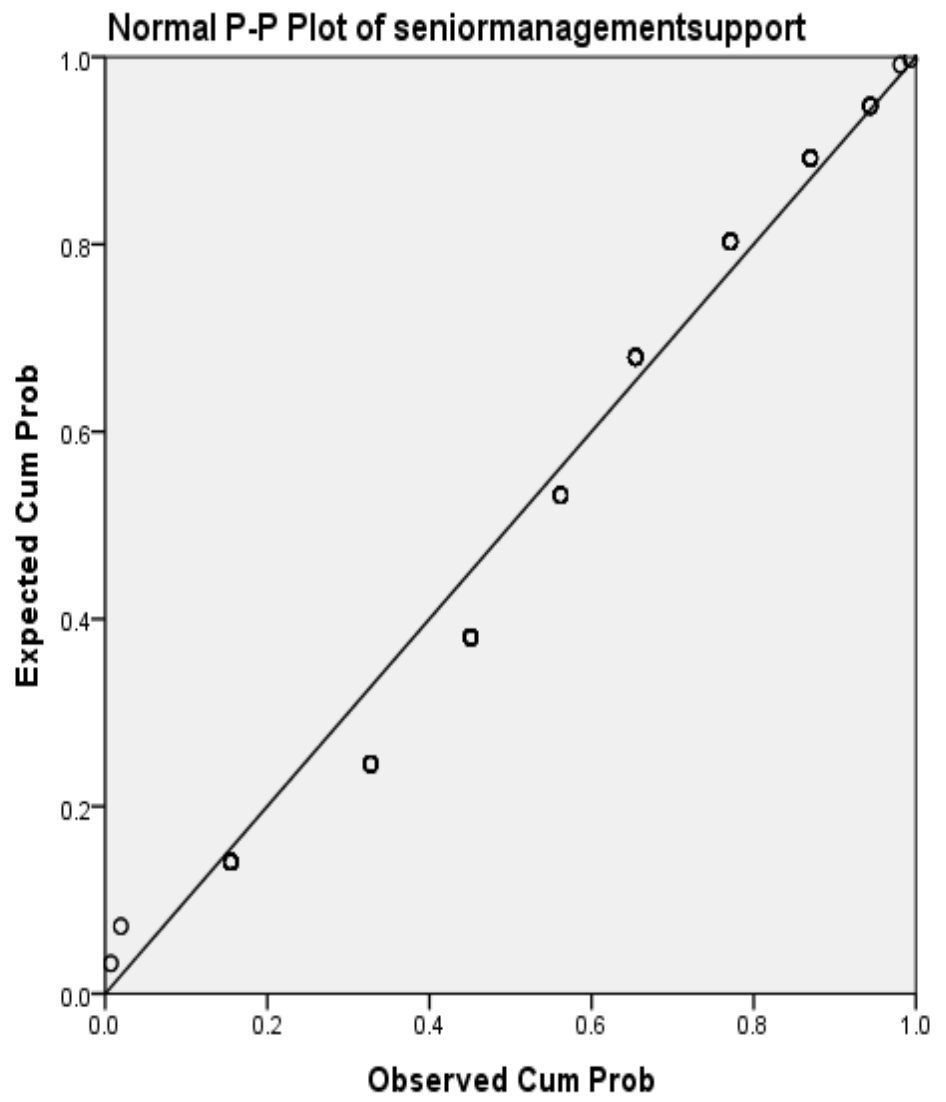
A. The following set of statements is pertinent to on service delivery of the NPS. Using the scale: 1= Strongly disagree; 2= Disagree; 3= Fairly agree; 4 = Agree; 5= Strongly agree; indicate the extent to which your department has experienced the following:

	Service Delivery	5	4	3	2	1
1	The NPS has clear goals and objectives					
2	The officers have been briefed and are well aware of the goals, targets and responsibilities					
3	There is reduced complains from the public on service delivery of the NPS					
4	There are reduced crime rates					
5	The NPS can be rated as a reliable service					

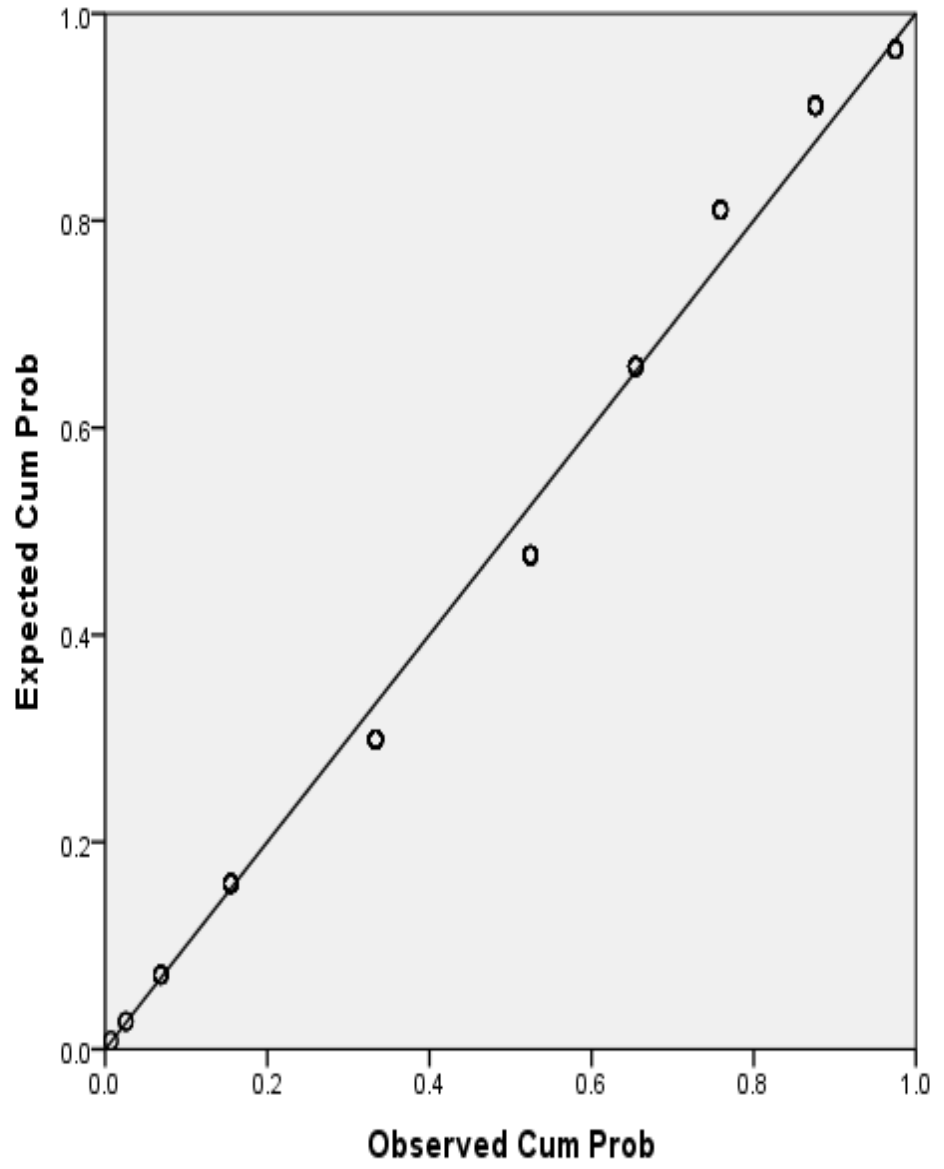
APPENDIX III: Linearity Plots



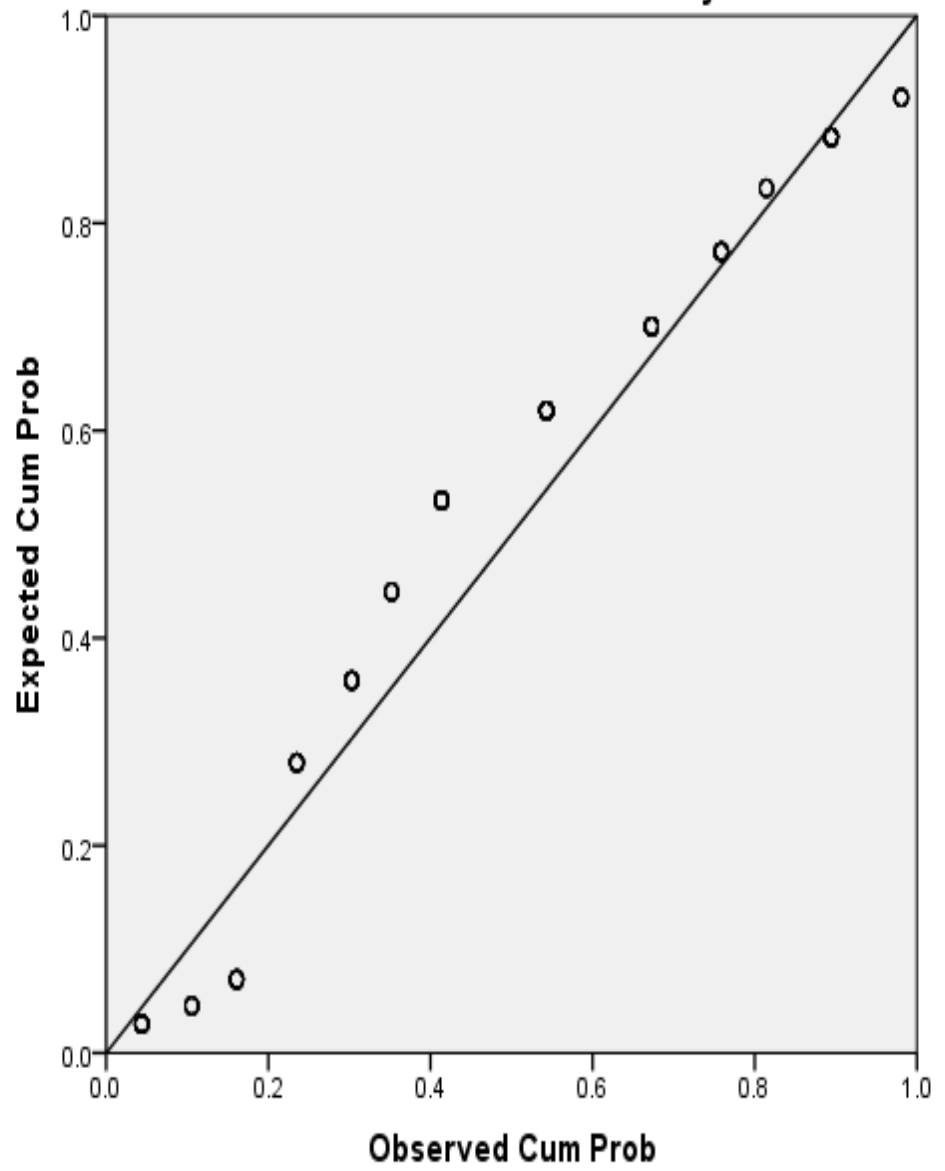




Normal P-P Plot of Stakeholderinvolvement



Normal P-P Plot of ServiceDelivery



APPENDIX V: Research Permit

REPUBLIC OF KENYA
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 468011
Date of Issue: 06/September/2024

RESEARCH LICENSE



This is to Certify that Mr. Paul Ojwang Anylas of Masinde Muliro University of Science and Technology, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2015 (Rev.2014) in Kakamega on the topic: **INFLUENCE OF ORGANIZATION CULTURE CHANGE STRATEGIES ON SERVICE DELIVERY OF THE NATIONAL POLICE SERVICE IN RAKAMEGA CENTRAL SUB-COUNTY KENYA** for the period ending : 06/September/2025.

License No: NACOSTU/P/24/39677

Applicant Identification Number: 468011

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION


Verification QR Code



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See overleaf for conditions

APPENDIX VI : APPROVAL OF PROPOSAL


MASINDE MULIRO UNIVERSITY OF SCIENCE AND TECHNOLOGY (MMUST)

Tel: 056-30870
Fax: 056-30153
E-mail: directordps@mmust.ac.ke
Website: www.mmust.ac.ke

P.O Box 190
Kakamega – 50100
Kenya

Directorate of Postgraduate Studies

Ref: MMU/COR: 509099 8th October, 2024

Anyim Ojuang Paul
MBA/G/01-70442/2022
P.O. Box 190-50100,
KAKAMEGA.

Dear Mr. Paul

RE: APPROVAL OF PROPOSAL

I am pleased to inform you that the Directorate of Postgraduate Studies has considered and approved your master's proposal entitled '*Influence of organisation culture change strategies on service delivery of National Police Service in Kakamega County, Kenya.*' and appointed the following as supervisors:

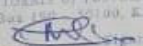
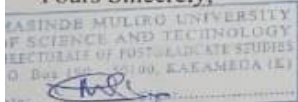
1. Prof. Robert Egessa	- SOBE, MMUST
2. Dr. Edwin Simiyu	- SOBE, MMUST

You are required to submit through your supervisor(s) progress reports every three months to the Directorate of Postgraduate Studies. Such reports should be copied to the following: Chairman, School of Business Administration Graduate Studies Committee and Chairman, Business Administration Department. You must adhere to research ethics consideration in conducting research.

It is the policy and regulations of the University that you observe a deadline of two years from the registration to complete your Master's thesis. Do not hesitate to consult this office in case of any problems encountered in the course of your work.

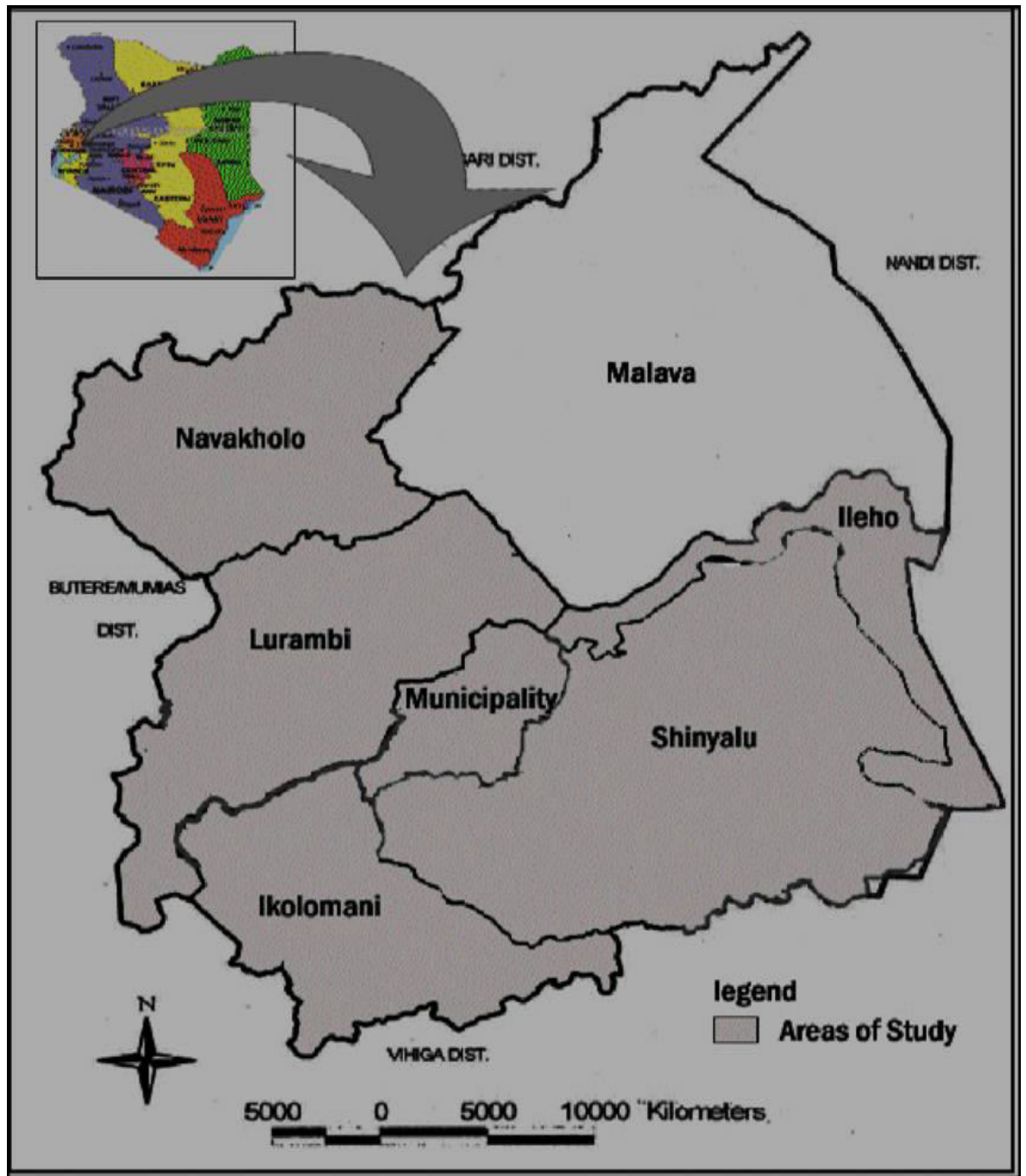
We wish you the best in your research and hope the study will make original contribution to knowledge.

Yours Sincerely,

Dr. Consolata Ngala
DEPUTY DIRECTOR, DIRECTORATE OF POSTGRADUATE STUDIES

APPENDIX VII: Map of Study Area Kakamega Central



APPENDIX VIII: Component Analysis for Independent Variables

Command Structure

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.754
Approx. Chi-Square	386.421
Bartlett's Test of Sphericity	df
	21
	Sig.
	.000

Component Matrix^a

	Component 1
Command structure of the NPS creates confusion	.808
Sometimes instructions lack clarity due to the hierarchy	.823
Speed of access to information/ communication by police services is slow	.824
The flow of information was slow	.790
decision making was limited only to commanders	.467
The NPS has issues of duplication of duties	.248
There is lack of teamwork among personnel	.446

Extraction Method: Principal Component Analysis.

	Extraction
Command structure of the NPS creates confusion	.654
Sometimes instructions lack clarity due to the hierarchy	.727
Speed of access to information/ communication by police services is slow	.689
The flow of information was slow	.699
decision making was limited only to commanders	.725
The NPS has issues of duplication of duties	.803
There is lack of teamwork among personnel	.724

Extraction Method: Principal Component Analysis.

Senior Management Support

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.764
	Approx. Chi-Square	325.615
Bartlett's Test of Sphericity	df	10
	Sig.	.000

Component Matrix^a

	Component
	1
The top management's provides adequate facilities and resources to support service delivery	.384
The employees are trained on how to different aspects of service delivery	.913
Top management establishes commitment to service delivery	.808
Top management devotes resources for development, support and service delivery	.744
Employees are facilitated and motivated towards the organization's goals and objectives	.827

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Communalities

	Extraction
The top management's provides adequate facilities and resources to support service delivery	.148
The employees are trained on how to different aspects of service delivery	.833
Top management establishes commitment to service delivery	.653
Top management devotes resources for development, support and service delivery	.554
Employees are facilitated and motivated towards the organization's goals and objectives	.683

Extraction Method: Principal Component Analysis.

Stakeholder Involvement

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.532
Bartlett's Test of Sphericity	Approx. Chi-Square	194.111
	df	10
	Sig.	.000

Communalities

	Component 1
Stakeholder involvement improves service delivery	.764
The NPS collaborates with different stakeholders	.886
Stakeholder involvement has seen continuous improvement in service delivery	.709
Views from external stakeholders help in improve service delivery of NPS	.754
The NPS has a mechanism of dealing with both internal and external stakeholders	.904

Extraction Method: Principal Component Analysis.

Communalities

	Extraction
Stakeholder involvement improves service delivery	.666
The NPS collaborates with different stakeholders	.805
Stakeholder involvement has seen continuous improvement in service delivery	.823
Views from external stakeholders help in improve service delivery of NPS	.485
The NPS has a mechanism of dealing with both internal and external stakeholders	.693

Extraction Method: Principal Component Analysis.