



**CHANGE ADMINISTRATION AND SERVICE DELIVERY IN THE NATIONAL  
POLICE SERVICE IN KENYA**

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**ABSTRACT**

The Republic of Kenya has over the years encouraged and promoted quality service delivery in its public service and particularly the national police service. This has been demonstrated by the numerous reforms and transformative initiatives that have been put in place to enhance quality service delivery to the citizens. The purpose of this study was to determine how change administration can enhance service delivery in the National Police Service in Kenya. Organizational restructuring was the moderating variable. The study was anchored on The Ulrich Model (The Business Partner Model) and The Functionalism Theory. The target population for this study was 1314 police officers (gazetted and members of inspectorate) to be drawn from the National Police Service (NPS). The unit of analysis was the three services forming the NPS namely, Kenya Police Service, Administration Police Service, and Directorate of Criminal Investigations. The sample size was 297 respondents determined by Fishers' formula. The study used descriptive and explanatory research designs to measure the influence of leadership practices on service delivery in the National police service. The questionnaire was used to collect data. Pilot testing was done to check on the reliability and validity of the research instruments. Diagnostic tests were carried out. Data was analyzed using descriptive statistics and regression model using SPSS version 24 as tool. The qualitative data was analyzed by use of content analysis. The study concludes that change administration has a positive and significant effect on service delivery in the national Police Service in Kenya. In addition, the study concluded that organizational restructuring has a significant moderating effect on the relationship between change administration and service delivery in the National Police Service in Kenya. Based on the findings, the study recommends that the management of National Police Service in Kenya should implement a robust performance management system that links individual officer performance to organizational goals. By introducing clear, measurable performance indicators and regular evaluations, the NPS can foster accountability, recognize excellence, and identify areas needing improvement.

**Key Words:** Change Administration, Organizational Restructuring, Service Delivery in the National Police Service

## **Background of the Study**

The government of Kenya has over several decades constantly undertaken public sector reforms in line with the dynamic socio-economic and political environment to strengthen state institutions to deliver quality services to the citizens of Kenya (Opalo, 2020). However, a more comprehensive public sector reforms were introduced by the NARC government with a promise to bring about good governance, fight corruption, and improve service delivery in the public service. To deepen this reform agenda, the government introduced the country's economic blue print christened as vision 2030 and the enactment of the new constitution, 2010. This strengthened the legislative frame-works for public sector reforms to support implementation of the development blue print (Opalo, 2020). The taskforce chaired by Rt. Justice Philip Ransley was appointed and gazetted vide gazette notice no. 4790 of may 2009. The taskforce was mandated to examine the existing policy, institutional, legislative, administrative and administrative structures, systems and strategies; and recommend comprehensive reforms taking cognizance of the recommendations contained in the Krieglar, Waki and other related reports aimed at enhancing police efficiency, effectiveness, professionalism and accountability.

According to the Ransley report, it was observed that after the abolition of the post independent commission in 1963, the terms and conditions of service, welfare and control practices were still incompatible with modern human resource practices and labour laws ( NPS, Strategic Plan 2013/ 2027). Further, the taskforce found out that mixed accountability and management of police budget led to an institution that is poorly equipped, poorly resourced and low staff morale arising from among others, poor remuneration and and other terms and conditions of service. Ransley report indicated that majority of Kenyans regarded the police as ineffective and levels of trust in them were low( Muthondeki, 2017). He also observed that complaints against police conduct, including use of violence, extra judicial-killings and other human rights violations have in the past not been dealt with impartially and were often ignored. Further, he observed that corruption amongst junior and senior officers had been rife and has had a debilitating impact on policing and on public trust (Ajelo & Wabe, 2024). Subsequently, the Ransley led task-force agreed with most of the recommendations of the Kriegler and Waki reports on post election violence and proceeded to make far reaching recommendations on the design and architecture of the NPS in Kenya. The government's vision to transform police services into efficient, effective, professional and accountable security agency that Kenyans can trust for their safety and security was vital (Ochieng & Juma, 2020).

The national taskforce came up with 200 recommendations to revamp NPS performance and service delivery focusing more on the restructuring of institutional and the leadership architecture of the Services forming the NPS. The taskforce recommended that developing a world class police service for Kenya would be best achieved through creation of a single police agency. The taskforce highlighted on some key recommendations based on three key pillars namely, restructuring of the two services, decentralizing the police services and enhancing police transparency and accountability. On the restructuring pillar, the task-force recommended the merger of the KPS and APS to create a unified national police service. Consequently, the office of the inspector general of police was created after the merging of the two police units to coordinate and superintend the operations of the NPS. This merger provided a road-map towards streamlining and improving law enforcement operations, enhance efficiency, and eliminate duplication of roles and resources. Later on, the revamped service standing orders provided that all operations for the KPS and APS services shall fall under the office of the inspector general and delegated to two deputy inspector generals who will be in charge of the two services (kivoi, 2013).

Reforms in the NPS should focus more on Performance management initiatives with appropriate leadership practices to spur service delivery. This will target bringing all employees to work towards a common goal of effective and efficient delivery of services (Owino, 2019). Good leaders empower police officers by providing them with the necessary authority, resources, and training to perform their duties effectively. They also motivate their teams by fostering a positive work environment, recognizing achievements, and providing opportunities for professional growth. Motivated officers are more likely to be proactive in their roles and committed to delivering high-quality service to the community. A country's police force can be either a protector or a predator to society. Regardless of their personal beliefs, individual police officers are sworn in to uphold the law and their duty is just if the laws are aligned with the natural rights of man, and unjust if the laws infringe on these rights (Finkenbinder, Lowe, and Millen, 2013). The responsibility of a state to its citizens for public service delivery represents a central part of the democratic polity (Blair, 2018; Hope, 2015), and the participation of members of the public in the delivery of public services has time and again been under great scrutiny (Fledderus, 2016).

Police reforms become necessary globally to address the questionable yet very necessary service delivery. The police reforms were therefore meant to remodel the police organizations into being valuable and responsive to the desires of the public (UNODC, 2013). The police service organizations were not immune from the public judgments in terms of ineffectiveness and wastefulness. Too often the police were oriented towards functions that diverted efforts away from crime-fighting and social order and consequently many civil societies, elected leaders and academicians called for intensive and extensive meaningful police reforms (Crank, 2015). At present, most countries are now involved in the process of reforming key government institutions like the police guided by the pillars of liberalism, democracy, and capitalism, while by principle are faced with the challenge of ensuring the integrity of police (Smith, 2012).

The reform in the police is due to the pressure for accountability on the governments by members of the public and other local and international stakeholders, government agencies, and members of the public changing needs and priorities among others (Brinkerhoff and Brinkerhoff, 2015). Police reforms emphasize the alteration of the governing tenets of domestic security agencies and adopting the new face of a modern police service with the latest equipment, proper leadership, technology, and innovations, reorganization of the command structure, decentralization of decision-making organs, reporting channels, and delegation of authority (Ingrams, Piotrowski & Berliner, 2020). Further, this enhances a shift from reactive crime response to crime prevention and problem-solving and embraces the police public partnership by appreciating the role of the police and members of the public in public safety (Thompson & Payne, 2019), however, this shift has been elusive. Police reforms, therefore, involve the creation and implementation of strategic measures that ensure a police service that meets the expectations of the members of the public guided by the best professionalism ideals (Hope, 2020; Skilling, 2016).

### **Statement of the Problem**

The national police service has been transforming itself over the decades from a colonial political institution for repression and oppression in the 1960s to a modern service government delivery agency that is friendly, professional, accountable, and people centered as envisaged under the constitution of Kenya 2010 (Kivoi, 2021). However, the journey towards a comprehensive police reform in Kenya gained momentum in the year 2003, when the Mwai Kibaki led National Rainbow Coalition (NARC) formed government. In their campaign manifesto, they had promised to as a matter of priority reform the police service to make it professional, accountable and people friendly.

In the year, 2009, the NARC government appointed a national task force on police reforms to examine its institutional, policy, legislative and operational frame-work (GOK, 2018). The task force came up with 200 recommendations which led to the establishment of the police reforms implementation committee to co-ordinate and steer the implementation of the task force recommendations. Among the key recommendations were the re-organization of the leadership structure and the re-structuring of the police service as a precursor to effective service delivery. The promulgation of the new constitution of Kenya 2010, provided a platform for tangible reforms in the police service bringing about fundamental changes in both the architectural framework and the leadership design for the national police service (GOK, 2010). This gave birth to the National police Act, The National police service Commission Act, the Independent policing oversight Act, and the revamping of the Service Standing order. All these changes were meant to improve police performance especially in the delivery of effective policing services.

However, despite all these monumental government efforts to try and improve service delivery, the NPS has invariably been depicted to fall short of the expectations of the public (Onyango, 2021) and service delivery still remains poor (Muthondeki, 2017). In the year 2018, the then president of the republic of Kenya, His Excellency Uhuru Kenyatta issued a policy directive that brought about far reaching changes in the NPS leadership structure giving birth to the establishment of the office of the IG and his two deputies (DIG's) effectively abolishing the different parallel command structures held by KPS and APS. Further, the policy directive introduced distinct roles for the KPS, APS, and the DCI; merging officers from APS to KPS and vice versa and to that effect provided a new uniform for general duty officers (KPS) and a housing plan. The national council on administrative justice report (CAJ) for the year 2022/2023 indicated that the country recorded the highest number of crimes, 97,301 (CAJ, 2023) as compared to 90,371 cases reported in the financial year, 2018/2019. In the financial year, 2019/2020, the number of cases reported was 80,212 which is a decrease to 76,525 in 2020/2021. Similarly, NPS in its annual crime report for the year 2021 indicated that a total of 81,272 cases were recorded. This reflected a 16.7% increase from the previous year, 2020 which had recorded 69,645 cases, an upsurge of 11,672 cases (NPS, annual crime statistics, 2021). The financial year 2021/2022, the police recorded a total of 85,539 cases (CAJ, 2023). In the year 2023, the president of the republic of Kenya, His Excellency Dr. William Ruto appointed a national taskforce to look into the legal, policy, administrative, institutional and operational constraints on effective service delivery by the NPS, NYS and the Prison services.

The task force established that the three services are bedevilled with myriad of challenges related but not limited to, underfunding, poor leadership, poor human capital and development policies, poor change administration strategies and practices especially on the merger among others (National taskforce on police reforms report, 2023). This study sought to examine the significant role police leaders/managers play, and by extension, examine leadership practices such as inspiring a shared vision, resource management, talent management, change administration as moderated by organizational restructuring.

Ghazzawi et al (2017) posits that leadership directly affects the behaviour of organizations and is a critical tool that helps in reaching or achieving institutional goals and thus influencing employees positively. Leadership play a key role in engineering organizational performance and effective service delivery whereby leaders determine how assignments are allocated to different cadres as well as deploying resources to facilitate expected outcomes (Thiongo, 2023). Das, D. (2017) argued that leadership practices are viewed as a precursor for good organizational output. He asserts that for the police service to achieve proper service delivery, there must be police accountability effects to it. In a study by Ahmed (2013), to understand how leadership styles influences performance in organizations, it emerged that there is a

positive correlation between proper and effective leadership and organizational performance. Based on the above literature and given the evidence that police performance has continued to deteriorate with criminal activities increasing day by day despite the government reform effort (Polo, 2021), this study sought to find out on available change administration and service delivery in the NPS as moderated by organizational restructuring.

### Specific Objectives of the Study

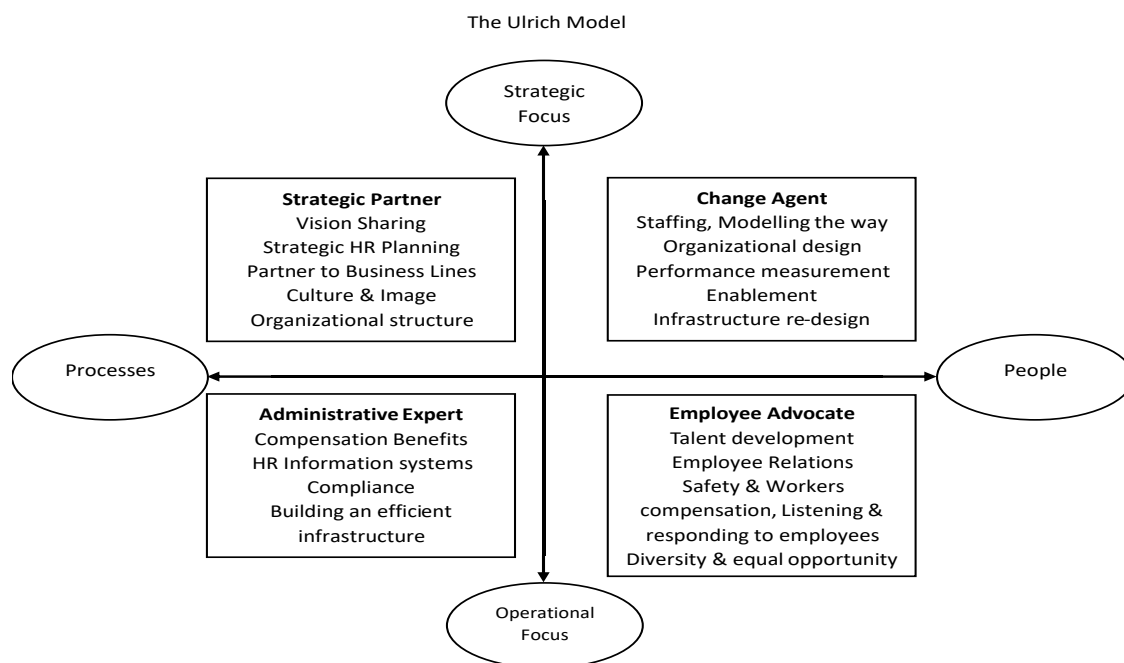
The study was guided by the following specific objectives:

- i. To analyze the influence of change administration practice on service delivery in the national Police Service in Kenya.
- ii. To evaluate the moderating influence of organizational restructuring on the relationship between change administration and service delivery in the National Police Service in Kenya.

### Theoretical Review

#### The Ulrich Model (The Business Partner Model)

Developed in 1995 by Dave Ulrich and further elaborated by him in 1997, the Ulrich Model focuses on categorizing every influencer of a company's policy into one of four roles; Strategic Partner; Agent of Change; Administrative Expert and Employee Champion. Additionally, the CEO and senior leadership play their role. With this model, the overall processes of HR take a back seat to the people of the organization and the roles that they play, and processes are examined from an organization wide perspective. This model is also known as the business partner model.



**Figure 1 The Ulrich Model**

The David Ulrich HR model was introduced in 1995 as a way of organising HR functions. Meant particularly for large corporations with big and unwieldy teams, the model is designed to streamline ways of working and ensure every team member is clear on their roles and responsibilities, and what they're accountable for. Ulrich splits HR into four key sections. This

sets up the framework for high-performing departments and clearly defines which roles should be focused on people and processes. Within those roles, it states whether each individual should be looking at operational or strategic planning. The core goals attached to the model are to: Create a high-functioning and unified team structure guided by an efficient organogram; Define each role in the department; Ensure the company is performing to its best and operating competitively; Measure performance in order to consistently do better.

Ulrich's model provided a clarity of focus that greatly improved the efficiency of various departments in thousands of large-scale companies, which ultimately helped to improve the customer experience. This theory supports the variables change administration since it articulates how championing change effectively leads to enhanced outcomes, performance, and service delivery. It also supports the variables talent management by explaining how improving operations leads to employee satisfaction which necessitates employees to reach skills and talent optimization. This model supports the variable organization restructuring, change administration, talent management and inspiring a shared vision. This model also supports the variable service delivery given that it expounds on how to achieve high performance.

### **Functionalism Theory**

Functionalism takes a structural or a systems approach to the study of human societies. This means that society is viewed in the context of an organized system of interrelated parts or structures designed to meet biological and the social needs of the individual in the society. These system of structures work together to form the society as a whole. Emile Durkheim, the founder of the functionalist theory argued that all these interrelated parts must work together efficiently and effectively so that society can remain stable (Oyakunle, 2021).

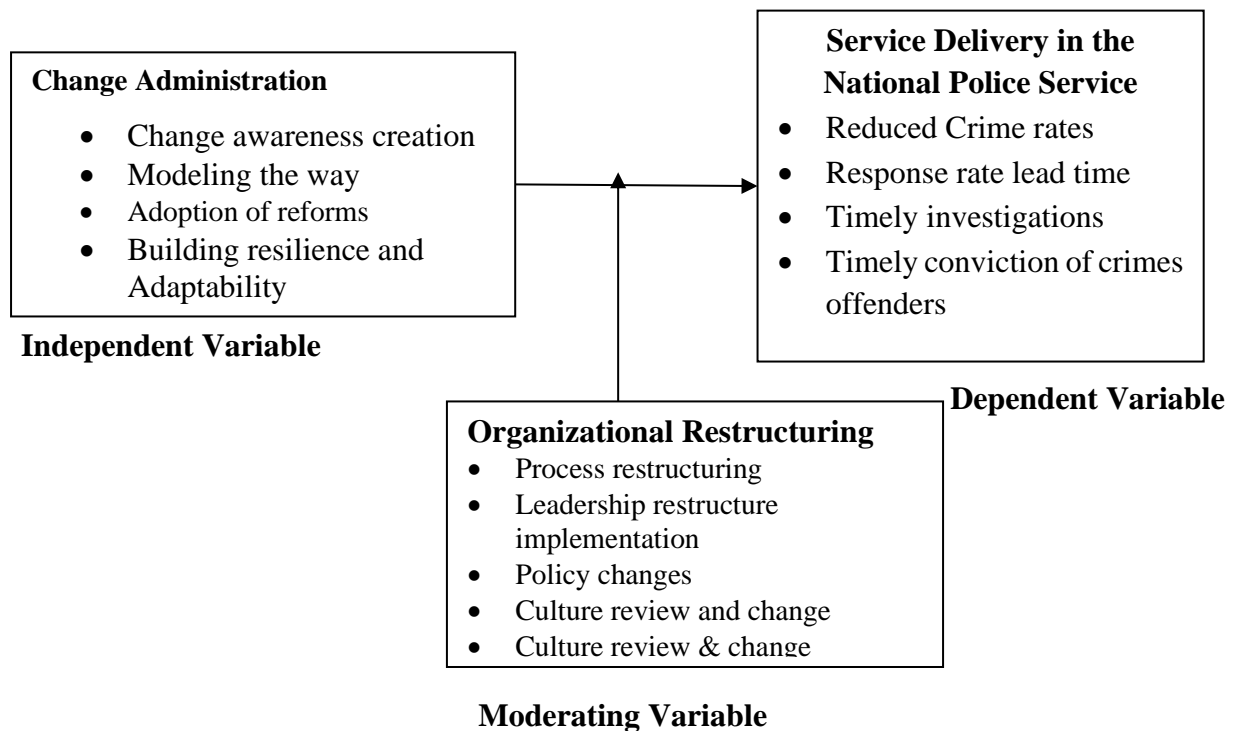
Durkheim further noted that institutions of society just like the human body organs depend on each to maintain the stability of the whole society in as much as the same way the human body does. In his theory, he argues that the institutions of society depend on each other to maintain stability of the whole society. The function of an institution refers to the role or positive contribution made by that institution to the smooth running of the society as a whole. According to functionalists, police performance and service delivery delivery can only be sustained by embracing cooperation and collaboration through multi agency approach. Through the adoption and implementation of leadership practices such as inspiring a shared vision, the end result would be development of collective consciousness, that promotes collective thinking and acting.

The conception of society as a system was derived from the biological functions of the body whereby the stability of the body is dependent on the proper functioning of all the organs. Social thinkers of the functionalist school argue that the body that functions well is said to be in equilibrium and the same is alleged to be true of the society. The Structural –functional approach was drawn from Sociology in which a structure, according to the approach, is a pattern of behavior that has become a standard feature of a social system. This theory supports the variable organizational restructuring since it discusses the functional structure that supports operations.

### **Conceptual Framework**

A conceptual framework refers to a graphical representation of the theorized relationships of the variables of a study (Abdalla, 2017). A conceptual framework is a visual representation that helps to illustrate the expected relationship between cause and effect in a service delivery context notes (Mulder, 2017). In this case the conceptual framework has been developed to diagrammatically show the relationship that exists between the independent variable stated as change administration and the dependent variable service delivery in the Kenya's National Police Service. This relationship was influenced by a moderating variable namely organizational restructuring.

This relationship is shown in the figure 2.1.



**Figure 2: Conceptual framework**

### Change Administration

Change administration is crucial for enhancing service delivery in the National Police Service (NPS) in Kenya, as it provides a structured approach to managing transitions and implementing reforms within the force. By effectively guiding the organization through change, whether it involves adopting new technologies, restructuring units, or revising policies, change administration ensures that these transitions are smooth, inclusive, and aligned with strategic goals. It helps minimize resistance, reduce disruptions, and maintain morale among officers, ensuring that the NPS remains agile and responsive to emerging challenges. Finally, change administration refers to an area of professional practice, management, and the related body of knowledge that has grown up within and around this subject, mainly as a result of experience in the private sector. There are many models for change management: business schools offer instruction in its theory and practice and consulting firms offer a variety of services to facilitate change. This body of knowledge focuses on change within a single organization notes ( Shehan & *et al*, 2018).

A typology of change interventions falls into three main typologies: Top-down change administration by management assumes that if managers plan things properly, change can be executed smoothly ( Rainy, 2014). The only obstacle comes from resistance of some employees, hence focus is on changing the culture of an organisation or the ‘way we do things around here’; Transformational change administration relies on transformational leaders setting a personal example and challenging people to think ‘outside the box’ and innovate, while providing a safe environment for doing so; Strategic change management is based on a certain recipe and are in contrast with the top-down models in that they aim to introduce a new behaviours at work, allowing people to witness the benefit for the organisation and, thus, based on the evidence, internalise the change in their ‘ways of working’(Aina & *et al*, 2020). Public organizations therefore often deal with contested performance indicators and complex implementation processes. In addition to ambiguous objectives, public organizations also have to deal with distributed power and authority. Public organizations are often confronted with a great diversity and intensity of external political influences on decision-making processes. The

degree of complexity in the environment of public organizations is further increased through mechanisms of public accountability.

### **Organizational Restructuring**

Organizational restructuring in the national police service plays a crucial role in enhancing service delivery by addressing inefficiencies, optimizing resource allocation, and fostering a culture of accountability and responsiveness. By redefining roles and responsibilities, streamlining processes, and establishing specialized units, restructuring can improve coordination, reduce delays, and ensure that police services are more adaptable to evolving challenges. This proactive approach allows the police service to be more effective in crime prevention, investigation, and community engagement, ultimately leading to improved public safety and trust. Police reforms were meant to remodel the police organizations into valuable and responsive entities to the desires of the public (UNODC, 2013). Police reforms in Kenya that began in 2003 represented a paradigm shift towards people-centered police through community policing (Gjelsvik, 2020). The National Police Service (NPS) command structure was reorganized by the government of Kenya to streamline reporting systems and improve police officer coordination by removing role duplication and overlap. Linturi and Muna (2021) argue that in order to follow a better, scalable and well-suited organizational structure, organizational restructuring is a response to an increasingly changing environment. According to Sparrow (2015), when reforming individual organizations to enable them to be responsive, changes in the operating environment should be factored in. The framework of the organization includes the creation of structures by which all police command levels are organized to warrant successful ties between police officers.

Radical police reforms on the reorganization of the command structure led to the partial breakdown of command and control to get rid of overlaps that resulted in duplication of functions. The efficient performance of employees is affected by the configuration of the reporting system (Anam, 2019). For efficient organizational operation, the flow of data across reporting channels is essential (Chtalu, 2014). The views of people on police effectiveness are generally described as an instrumental results-oriented evaluation (Ashgari, 2017). Service delivery is the contrast between the goal set and the actual outcome obtained. Reforms to boost the quality of the police service in Kenya have been a key priority for successive governments since 2003.

### **Empirical Review**

#### **Change Administration**

Bruce (2014) researched on the challenges related to police reforms in Kenya a survey of Nairobi County Kenya and found out that few areas of police reforms had succeeded as there was stiff resistance from the government to administer, change and reform the police and the government's failure to allocate sufficient resources to support the police department. In addition, it was found that vetting of police officers was not satisfactory to the public. Chitila (2011) researched on the police reforms in Kenya, a survey of Nairobi County Kenya and study findings suggests that the reforms 'dubbed police changes' do not add value in motivating officers, a component of good service delivery.

The findings also noted that there is an increase in accountability from officers. However the study did not reveal the effect of Personnel reforms and service delivery, the change administration process and service delivery, financial reforms and service delivery and legal reforms and service delivery. Kiraithe (2011) studied management of strategic change at Kenya Police Service. He noted that resistance to change was still a major barrier to successful change management despite change administration efforts. Chtalu (2014) examined the challenges affecting police reforms within Nairobi City County. The study revealed that police reforms



had not elicited noticeable recognition from the police officers as this needed a more professional change administration architecture.

In the USA, a study by (Wilson, Weiss & Grammich, 2012) examined change administration in the police force. This involved the amalgamation of local police and fire department to form one local emergency agency and bringing out the synergy while in the United Kingdom (UK), it involved the merging of two police agencies that provided the same functions as revealed by a study by (Mensah, 2019) on change management. The findings concluded that effective change administration was key to support reforms and police adjustments.

### **Organizational Restructuring**

Setiawan, Putrawan, Murni and Ghozali (2016) study sought to obtain the direct effect of organizational structure, leadership and trust on the performance of employee of Ternama University. The study was conducted at Ternama University in 2010 by using a survey method with path analysis applied in testing hypothesis and 80 samples selected by simple random sampling. The finding of the research were: There is a direct effect of organizational structure on trust; there is a direct effect of organizational structure on performance; there is a direct effect of leadership on trust; there is a direct effect of leadership on performance; there is a direct effect of trust on performance; there is an indirect effect of organizational structure on performance through trust, and there is an indirect effect of leadership on performance through trust. Based on these findings, it could be concluded that any changing or variation occurred at performance might have been directly effected by trust and leadership, and also indirectly effected by organizational structure and leadership.

Song, Fang, Wang and Shi (2020) study on a multiplex view of leadership structure in management teams, was guided by structural contingency perspective. They further proposed that management team task interdependence strengthened team cohesion's positive impact on business unit performance. To test the hypothesized model, they collected team-level social network data and multiple-wave survey data from 697 managers nested in 148 hotels (that is 148 management teams) owned by a large hospitality company. They also obtained objective performance data for each hotel (that is occupancy percentage rate and revenue per available room per day) as the criterion measure. The data supported the hypotheses.

Egbunike and Odum (2018) study examined empirically the relationship between board leadership structure and earnings quality of manufacturing firms in Nigeria. Specifically, the study focused on four board structure characteristics: board size, composition, proportion of non-executive directors and CEO duality. Odewale and Kunle (2018) study highlighted the various factors that influence political leadership structure on service delivery in Osun State Local Governments of Nigeria. It argues that effective political leadership structure is a cornerstone for sustainable development through the provision of social services.

Linturi and Muna (2021) study sought to establish the effects of the command restructuring on the performance of police officers. A descriptive research design was adopted. Qualitative and quantitative techniques of data analysis were used. The study established that command structure has a positive and significant relationship with the performance of police officers. Waruiru and Mugami (2017) study sought to establish the influence of police reforms on service delivery in Mombasa County, Kenya. The results of this study also indicated that police culture has a positive and significant relationship with police service delivery in Mombasa County. The results of this study further indicated that police managerial structure has a positive and significant relationship with police service delivery in Mombasa County.

## RESEARCH METHODOLOGY

### Research Design

This study employed a descriptive and explanatory research design which assumes both qualitative and quantitative attributes as guided by the positivism research philosophy which entails a scientific model based on researching empirically, where various concepts like hypotheses and objectives can be formulated and tabulated in its paradigm. Quantitative data was measured, and analysis done numerically to give a precise description.

A research philosophy describes the means upon which data is collected, measured, analyzed, and used. Most research philosophies entail aspects of epistemology which refers to what is known to be true as opposed to doxology, which means what is believed to be true (Kornberge & Mantere, 2020). The main purpose of science is therefore to transform things believed into things known. This research applied the philosophical model namely; positivism or (scientific) philosophy. Positivist theorists hold the belief that reality is stable and can be observed and described from an objective point of view.

### Target Population

The target population for this study was 1314 police officers (gazetted and members of inspectorate) to be drawn from the National Police Service. The unit of analysis was all units under the National Police Service which are the Kenya Police Service, Administration Police Service, and directorate of criminal investigations. The gazetted police officers and members of inspectorate officers were constituted the unit of observation for the study since they are mandated with the responsibility of leadership and service delivery within the National Police Service. They are seen to be the group which is directly responsible in leading service delivery teams for effectiveness in the NPS. In this study, the sampling frame was a list of selected gazetted officers and members of inspectorate drawn from the National Police Service (Administration Police Service, Kenya police service and the Directorate of criminal investigations). This gave a total of 1314 police officers.

### Sampling Size and Sampling Technique

The sample size of 384 respondents was derived from the target population using Fishers sample size determination formula. The sample size from each police cadre was determined by proportionate calculation as shown in table 3.2 (Chatfield, 2018). The Fisher's formula was used to determine the appropriate sample size of this study. This is because the target population consists of a large number of units (Manly & Alberto, 2016; Kline, 2015; Bryne, 2016).

Based on the total population of 1314, a sample size was determined using Fisher's formula since the target population consists of a large number of units (Brymann, 2016). The researcher assumed 95% desired level of confidence, which is equivalent to standardized normal deviate value of 1.96, and an acceptable margin of error of 5% (standard value of 0.05) or level of significance. Fisher's Formula  $n = z^2pq/e^2$ .

Where:  $n$  = the desired sample size (if target population is large)

$z$  = the standard normal deviate at the required confidence level.

$P$  = the proportion in the target population estimated to have characteristic being measured.

$q = 1-p$   $d$  = the level of statistical significance set.

Assuming 50% of the population have the characteristics being measured,  $q=1-0.5$

Assuming we desire accuracy at 0.05 level. The Z-statistic is 1.96 at this level. There  $n$  is calculated as  $n = z^2pq/e^2 = 384$  as  $n = (1.96)^2(.5) (.5) / (.05)^2 = 384$ .

Since the population is less than 10000 the sample size is adjusted by following the formula.

$$\frac{n}{1 + \frac{n-1}{N}} = \frac{384}{1 + \frac{384-1}{1314}} = 297$$

This study adopted a systematic stratified sampling technique which is considered appropriate for this kind of study because it will provide a quantitative description of influence of leadership practices on service delivery in National Police Service in Kenya.

The 384 number of respondents were distributed to the identified population using the proportionate stratified sampling distribution technique

**Table 2 Sample Size Proportionate Distribution**

County	Kenya Police Service	Administration Police Service	Directorate of Criminal Investigations	Sample Size (n)
Kakamega	31	2	2	35
Nakuru	32	2	2	36
Kisii	28	2	2	41
Kiambu	43	2	3	32
Mombasa	29	1	3	34
Garrissa	26	2	1	28
Machakos	27	1	2	30
Nairobi	46	4	4	54
<b>Total</b>	<b>262</b>	<b>16</b>	<b>27</b>	<b>297</b>

### Data Collection Instruments

This study used a questionnaire to collect data from the respondents. Kothari and Garg (2014) define research instruments as “tools for collecting data. This study used primary and secondary data. Primary data was collected using a self-administered questionnaire, which was delivered to the respondents and picked later (Saunders, Lewis & Thornhill, 2009). The questionnaire had both open and close-ended questions. Closed ended questions restricted the respondents to a certain category in their responses while the open ended questions allowed the respondents to give their personal view of the study. The respondents were briefly introduced to the purpose of the study before administering the questionnaires.

The closed-ended questions provided more structured responses that will facilitate quantitative analysis, testing of hypothesis, and drawing of conclusions. The open-ended questions provided additional information that could not have been captured in the closed-ended questions. The questionnaire was carefully designed and pre-tested with a few members of the population for further improvements. Questionnaires are deemed suitable due to their ability to collect huge amounts of information within a reasonable time frame (Siedlecki, 2020). Personal contact with the respondents was to enable the researcher to interact with the respondents and clarify any difficulties the respondents will encounter in the process of filling in the questionnaires.

### Pilot Study

To ascertain the validity and reliability of the study instrument, the researcher conducted a pilot study. Kothari (2009) asserts that a pilot study is a replica and a rehearsal of the main study. The importance of the pilot study was to determine the validity and reliability of the research instrument. It was used to determine the ease of use of the instruments, to detect any weakness like ambiguous statements, to determine whether the respondents would understand the questions, language, any errors or flaws.

The researcher conducted a pilot study to determine the reliability and validity of the research instrument. Reliability means the consistency of a measure of a concept (Weber *et al.* , 2020), which refers to the probability of obtaining the consistent results after the repetition of the research with similar methods. A pilot study was conducted to determine whether respondents would have difficulties in understanding or interpreting the questions. Jensen (2020) argues that a pilot sample of 1% for a large sample and 10% for a small sample would be adequate. The researcher took a 10% of the target population to provide a sample size for the pilot study.

### Data Analysis and Presentation

According to Kothari & Garg, (2014), data analysis is the process of bringing order, structure and meaning to the mass of information collected. The study collected both qualitative and quantitative data. The qualitative data was analyzed by use of content analysis. Quantitative analysis was carried out using SPSS version 24 where descriptive analysis including means, frequencies, percentages, and standard deviation were used. Graphs, figures and charts with frequency or percentage tables were used to present the data. Frequency distribution tables were used to present the data in a simple form. This helped in getting the spread and variation of the scores. For qualitative data content analysis was used where the data information was arranged in themes where common patterns exist and then discussed. The qualitative data was presented in narrative form.

To establish the relationships among the study variables, a Pearson's Product Moment Correlation analysis was done. A correlation coefficient enables a researcher to quantify the strength of the linear relationship between two ranked or numerical variables (Saunders *et al.* , 2009). As explained by (Saunders *et al.* . 2009), the correlation coefficient is represented by  $r$  which ranges from -1 to +1. The sign indicates the direction and strength of the relationship. This correlation coefficient was only be true with a significance level of  $\alpha < 0.05$  for purposes of this study.

As a predictive analysis, the multiple linear regressions are used to explain the relationship between one continuous dependent variable and two or more independent variables. Multiple regression was done at 95% confidence level and 5% level of significance. This was done to establish how much contribution is made by the predictor variables on the dependent variable. The justification for the use of the multiple regression was because it enables the comparison of the magnitude of the probabilities (Jani, 2014). Hence, it enabled the identification of which determinants was stronger than others. To establish the relationship between leadership practices and service delivery, this model has been fitted.

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon \quad \text{Model 1 (without moderation)}$$

Where

$Y$  = Service Delivery at the Kenya National Police Service

$\beta_0$  = Constant (Y intercept)

$X_1$  = Change Administration

$\beta_1$  = Regression co-efficient and  $\varepsilon$  = is the error term.

A moderator is a variable that affects the direction and the strength of the relationship between an independent or predictor variables and dependent/ criterion variable. This variable may reduce or enhance the direction of the relationship between a predictor variable and dependent variable, or it may change the direction of the relationship between the two variables from positive to negative.

## RESEARCH FINDINGS AND DISCUSSION

### Descriptive Statistics

#### Change Administration and Service Delivery

Change administration was measured by six constructs. 31.1% of the respondents strongly disagreed on the statement that before any change awareness is created through capacity building, 20.2% were neutral, 16.8% disagreed, 16.0% agreed and 16.0% strongly agreed.

Regarding the statement leadership models the way through any change initiative, 25.2% were neutral, 32.4% agreed, 17.2% strongly agreed, 15.5% agreed and 9.7% strongly disagreed. The statement the police have the competencies to adopt reforms, 23.9% strongly agreed, 29.0% agreed, 21.0% were neutral, 13.0% strongly disagreed and 13.0% disagreed. 31.1% agreed to the statement that there is a clear framework to institutionalize reforms, 18.1% strongly disagreed, 17.6% disagreed, 18.9% were neutral and 14.3% strongly agreed. 27.7% strongly disagreed to the statement that there is political will to ensure reforms happen, 20.2% agreed, 16.4% strongly agreed, 19.3% were neutral and 16.4% disagreed. Regarding the statement proper change administration influences service delivery, 46.6% strongly agreed, 29.0% agreed, 9.2% were neutral, 9.2% strongly disagreed and 5.9% disagreed. The respondents agreed that change administration influenced service delivery of NPS.

**Table 3 Change Administration and Service Delivery**

Statement	SD	D	N	A	SA	M	SDv
Before any change, awareness is created through capacity building.	31.1%	16.8%	20.2%	16.0%	16.0%	2.69	1.45
Leadership models the way through any change initiative	9.7%	15.5%	25.2%	32.4%	17.2%	3.32	1.21
The police have the competencies to adopt reforms	13.0%	13.0%	21.0%	29.0%	23.9%	3.38	1.32
There is a clear framework to institutionalize reforms	18.1%	17.6%	18.9%	31.1%	14.3%	3.06	1.34
There is political will to ensure reforms happen	27.7%	16.4%	19.3%	20.2%	16.4%	2.81	1.45
Proper change administration influences service delivery	9.2%	5.9%	9.2%	29.0%	46.6%	3.98	1.28

#### Organizational Restructuring and Service Delivery

Table 4 gives the organizational restructuring constructs. 27.7% agreed with the statement there is a good framework to ensure processes are reformed, 20.2% strongly disagreed, 23.1% were neutral, 18.5% disagreed and 10.5% strongly agreed. 26.5% agreed with the statement there is a clear roadmap for leadership restructuring, 26.9% were neutral, 16.8% strongly disagreed, 16.4% disagreed and 13.4% were neutral. Regarding the statement there are good guidelines on policy restructuring 28.6% agreed, 26.9% were neutral, 16.4% disagreed, 15.1% strongly agreed and 13.0% strongly disagreed. 32.4% were neutral on the statement there is enforcement to ensure culture review and change, 19.3% strongly disagreed, 18.5% disagreed, 18.9% agreed and 10.9% strongly agreed.

On the statement there is political goodwill to organizational restructuring 21.8% strongly disagree, 31.5% were neutral, 18.5% agreed, 13.9% disagree and 14.3% strongly agree. Regarding organizational restructuring influences service delivery, 45.0% strongly agreed,

34.0% agreed, 11.3% were neutral, 5.9% strongly disagreed and 3.8% disagreed. Respondents agreed that organizational restructuring influenced service delivery in NPS.

**Table 4 Organizational Restructuring and Service Delivery**

Statement	SD	D	N	A	SA	M	SDv
There is a good framework to ensure processes are reformed	20.2%	18.5%	23.1%	27.7%	10.5%	2.90	1.30
There is a clear roadmap for leadership restructuring	16.8%	16.4%	26.9%	26.5%	13.4%	3.03	1.28
There are good guidelines on policy restructuring	13.0%	16.4%	26.9%	28.6%	15.1%	3.16	1.25
There is enforcement to ensure culture review and change	19.3%	18.5%	32.4%	18.9%	10.9%	2.84	1.25
There is political goodwill to organizational restructuring	21.8%	13.9%	31.5%	18.5%	14.3%	2.89	1.33
Organizational restructuring influences service delivery	5.9%	3.8%	11.3%	34.0%	45.0%	4.08	1.11

### Test for Hypothesis One

The first objective was to find out the influence of change administration on service delivery in the National Police Service in Kenya. The hypothesis of the study was:

**H<sub>01</sub>:** Change administration does not significantly influence service delivery in the National Police Service in Kenya.

In Table 5, change administration has an R square of 0.148 implying that change administration accounts for 14.8% of the variation in service delivery in the National Police Service in Kenya.

**Table 5 Model summary on change administration and service delivery**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.385	.148	.145	4.17086

The findings on the ANOVA as shown in Table 4.35 indicates that  $F = 26.369$ ,  $p = 0.000$  which is less than 0.05 implying that the model summary is statistically significant.

**Table 6 ANOVA Statistics (Change administration and service delivery)**

	Sum of Squares	df	Mean Square	F	Sig.
Regression	714.833	1	714.833	41.092	.000
Residual	4105.484	236	17.396		
Total	4820.317	237			

Based on the regression coefficients in Table 6, there is a statistically significant positive relationship between change administration and service delivery, ( $\beta = 0.487$ ,  $p = 0.000 < 0.05$ ). The results show that service delivery in National Police Service will rise by 0.487 units for every unit increase in change administration. The regression equation is given as:

$$Y = 7.758 + 0.487 X_4$$

Y = Service delivery and  $X_1$  = Change administration

**Table 7 Regression coefficients (Change administration and service delivery)**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.758	.683		11.365	.000
Change administration	.487	.076	.385	5.410	.000

### Test for Hypothesis Two

The second objective of the study was to examine the moderating role of organizational restructuring on the relationship between change administration and service delivery in National Police Service. Moderation happens when the relationship between the dependent variable and the independent variables is dependent on a third variable (moderating variable). The effect that this variable has is termed as interaction as it affects the direction or strength of the relationship between the dependent and independent variable. To achieve the fifth research objective, the study computed moderating effect regression analysis. This (moderating effect regression analysis) also guided the study in testing the fifth research hypothesis. organizational restructuring (M) was introduced as the moderating variable.

Ho<sub>2</sub>: Organizational restructuring does not have a significant moderating influence on the relationship between change administration and service delivery in National Police Service in Kenya.

The study used change administration to form a new variable X. The study then used stepwise regression to establish the moderating effect of organizational restructuring (M) on the relationship between independent variable (X) and service delivery in National Police Service in Kenya (Y).

From the model summary findings in Table 8, the first model for which is the regression between change administration (X) without moderator, organizational restructuring (M) and interaction, the value of R-squared was 0.855 which suggests that 85.5% change in service delivery in National Police Service in Kenya can be explained by changes in change administration. The p-value for the first model (0.000) was less than the selected level of significance (0.05) suggesting that the model was significant. The findings in the second model which constituted change administration, organizational restructuring and service delivery in National Police Service in Kenya (X\*M) as predictors, the r-squared was 0.887. This implies that the introduction of organization culture in the second model led to a 0.032 increase in r-squared, showing that organizational restructuring positively moderates service delivery in National Police Service in Kenya.

**Table 8 Model Summary for Moderation Effect**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F	df1	df2	
1	.925	.855	.853	4.83759	.855	345.55	4	234	.000
2	.942	.887	.883	4.31611	.032	12.992	5	229	.000

From the model summary findings in Table 9, the F-calculated for the first model, was 139.378 and for the second model was 924.290. Since the F-calculated for the two models were more than the F-critical, 3.881 (first model) and 3.034 (second model), the two models were good fit

for the data and hence they could be used in predicting the moderating effect of organizational restructuring on service delivery in National Police Service in Kenya.

**Table 9: ANOVA for Moderation Effect**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32347.120	1	32347.120	139.378	.000
	Residual	5476.149	236	23.204		
	Total	37823.268 <sup>d</sup>	237			
2	Regression	33557.270	2	16778.635	924.290	.000
	Residual	4265.999	235	18.153		
	Total	37823.268 <sup>d</sup>	237			

Further, by substituting the beta values as well as the constant term from the coefficient's findings for the first step regression modelling, the following regression model will be fitted:

$$Y = 1.387 + 0.631 X$$

Where X is change administration

The findings show that when change administration is held to a constant zero, service delivery in National Police Service in Kenya will be at a constant value of 1.387. The findings also show that change administration has a statistically significant effect on service delivery in National Police Service in Kenya as shown by a regression coefficient of 0.631 (p-value= .000). By substituting the beta values as well as the constant term from model 2 emanating from the second step in regression modeling the following regression model was fitted:

$$Y = 3.876 + 0.717 X + 0.868 M + -0.044 X*M$$

Where X is change administration; M is organizational restructuring and X\*M is the interaction term between change administration and organizational restructuring.

The findings show that when change administration, organizational restructuring, interaction (X\*M) are held to a constant zero, service delivery in National Police Service in Kenya will be at a constant value of 3.876. The model also indicated that change administration had a positive and statistically significant effect on service delivery in National Police Service in Kenya as shown by a regression coefficient of 0.717 (p-value= 0.002). It is also seen that organizational restructuring had a positive and significant effect on service delivery in National Police Service in Kenya as shown by a regression coefficient 0.868. On the other hand, interaction of change administration and organizational restructuring (X\*M) also had a positive and significant effect on service delivery in National Police Service in Kenya as shown by a regression coefficient of 0.044 (p-value= 0.000). The study therefore rejects the null hypothesis and accepts the alternative that organizational restructuring has significant moderating effect on the relationship between change administration and service delivery in National Police Service in Kenya.

**Table 10: Beta Coefficients for Moderation Effect**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	1.387	.194		7.163	.000
	change administration	.631	.121	.450	5.207	.000
	(Constant)	3.876	1.009		3.841	.000
2	change administration	.717	.278	.511	2.579	.002
	organizational restructuring	.868	.117	.644	7.419	.000
	Interaction (X*M)	-.044	.030	-.335	-1.440	.000

a. Dependent Variable: service delivery in National Police Service in Kenya



## CONCLUSION AND RECOMMENDATIONS

### Conclusion

#### Change Administration and Service Delivery

The first null hypothesis test was 'change administration has no significant influence on service delivery in the national Police Service in Kenya. The study found that change administration is statistically significant in explaining service delivery in the national Police Service in Kenya. The influence was found to be positive. The study concludes that change administration has a positive and significant effect on service delivery in the national Police Service in Kenya.

#### Organizational Restructuring and Service Delivery

The second null hypothesis test was 'organizational restructuring has no significant moderating effect on the relationship between change administration and service delivery in the National Police Service in Kenya. The study found that organizational restructuring has a significant moderating effect on the relationship between change administration and service delivery in the National Police Service in Kenya. The influence was found to be positive. The study concluded that organizational restructuring has a significant moderating effect on the relationship between change administration and service delivery in the National Police Service in Kenya.

### Recommendations

The study recommends that the management of National Police Service in Kenya should implement a robust performance management system that links individual officer performance to organizational goals. By introducing clear, measurable performance indicators and regular evaluations, the NPS can foster accountability, recognize excellence, and identify areas needing improvement.

In addition, the study recommends that the management of National Police Service in Kenya should decentralize decision-making authority within the National Police Service (NPS) to regional and local command units. Organizational restructuring that empowers lower levels of the police hierarchy with greater autonomy can significantly moderate and enhance the effectiveness of change administration on service delivery.

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