GOVERNANCE STRATEGIES AND SERVICE DELIVERY OF NATIONAL POLICE SERVICE IN KENYA

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ABSTRACT

The purpose of the study was to establish the influence of governance strategies on service delivery of NPS in Kenya. The specific objectives were to find out the influence of Community Policing strategies on service delivery of NPS in Kenya, to evaluate the influence of digital governance strategies on service delivery of NPS in Kenya. The study adopted an explanatory research design. The population included various police officers involved in or affected by service delivery of NPS in Kenya. The target population for this research comprised of the senior police officers from all the 11 Police Sub County Police Commands in Nairobi City County, Kenya comprising of 1083 senior police officers. The study employed a stratified random sampling technique to determine the relevant sample size. The sample population of 280 was distributed proportionately within the specific departments. From each category, random sampling technique was employed where at least one senior personnel working in the head offices was selected to participate in the study until the specified sample of 280 was achieved. Primary data was collected mainly by the use of a structured questionnaire while secondary data was gathered using secondary data collection sheet. The study was aided by research assistants in data collection process. Drop-off/pick-up techniques entails dropping off questionnaires by the researcher for candidates to complete in their own time. Qualitative data analysis involved thematic analysis, where patterns and themes emerging from interviews and discussions will be identified and analyzed. Quantitative data was analyzed using appropriate statistical techniques such as multiple Linear regression model to examine relationships and associations between variables. The quantitative data was entered into SPSS Version 27. Data was presented using tables. The study found that NPS has adopted community policing strategy that has a great effect on their service delivery. The study concludes that digital governance strategies improved service delivery by the public sector in a form of transactional convenience, savings of time and lower service costs which has improved customer's relationship and satisfaction. The study recommends that community policing agencies should prioritize conducting civic education aimed at local communities and other stakeholders, including business people. It is imperative to establish a culture that relies on data in the security sector, as indicated by the findings and conclusions.

Key Words: Governance Strategies, Service Delivery, Community Policing Strategies, Digital Governance Strategies National Police Service

Background of the Study

In Kenya, Keraro et al., (2015) indicated that governance structures play a key role in enhancing service delivery for social economic development of Counties in Kenya. Effective governance is about how the government, individuals and civil society interact to effect change, allocate resources and make decisions at their local levels. According to Kerandi (2011) that good governance is crucial for the sustained economic development of any government. A good governance system is associated with establishment of institutions that are predictable, impartial, and consistently enforce the rule of law. Further, Mwangangi (2015), opines that effective governance quality in the public sector is imperative for better decision making, efficient resource use and strengthened accountability. It entails robust scrutiny aimed at the provision of necessary pressures for improving performance in the public sector as well as tackling corruption. If well implemented, governance quality has the potential of improving management and subsequently results in the effective implementation of the chosen interventions, better service delivery, and, ultimately, better outcomes and in the process improving peoples' lives.

Unfortunately, governance and service delivery challenges persist despite efforts from African governments and inter-governmental organizations on the continent (Madu, 2023). In most parts of Africa, reforms have been conducted that include the devolution of public authority, resources, and management to local governments; encouragement of private-public partnerships; and the participation of different stakeholders, including civil society, NGOs and donors. Likangaga, Kumburu and Panga (2023) indicated that the East Africa and Horn of Africa region is no exception to this trend with the Constitutions and development plans of Uganda, Kenya, Tanzania, South Sudan and Ethiopia containing provisions for devolution. This study focuses on the influence of governance strategies on service delivery of NPS in Kenya.

Crime reduction and improved police public relations. According to Bertha (2018) police forces leadership have capacity to enhance good governance, as long as there are operational procedures and instruments that permit them to accomplish this duty. Policing in Kenya is accomplished by the National Police Service. Article 243 of the Constitution establishes the National Police Service which consists of— the Kenya Police Service; and the Administration Police Service. Section 24 of the National Police Service Act,2011 summarizes the functions of the Kenya Police Service shall as follows: Provision of assistance to the public when in need; Maintenance of law and order; Preservation of peace; Protection of life and property; Investigation of crimes; Collection of criminal intelligence; Prevention and detection of crime; Apprehension of offenders; Enforcement of all laws and regulations with which it is charged; and performance of any other duties that may be prescribed by the Inspector-General under this Act or any other written law from time to time (Onyonka & Lucas, 2022).

According to Kayiaka (2022) service delivery in the police sector is operationalized in terms of: Prevention and control of risk factors threatening to life and property (serious crime); Aiding individuals who are in danger of physical harm, such as the victims of criminal attacks; Protection of constitutional guarantees such as the right of free speech and assembly; Facilitation of the movement of people and vehicles; Assistance to those who cannot care for themselves: the intoxicated, the addicted, the mentally ill, the physically disabled, the old and the young; Resolving conflict, whether between individuals, groups of individuals, or individuals and their government; Identifying in time problems that have the potential to become more serious for the individual citizen, the police or the government and; To create and maintain a feeling of security in the community.

Statement of the Problem

The issue of ineffective National Police Services in Kenya persists, leading to widespread fear and insecurity. Despite various measures to improve security, crime rates continue to rise. Kayiaka

(2022) indicated that the governance mechanisms within the National Police Service face obstacles, resulting in subpar security services. Kidnappings, armed robberies, and armed militancy challenge the nation's security efforts, necessitating a versatile strategy. The alarming increase in property and life losses underscores the urgency of addressing this issue. Governance mechanisms significantly impact security services but face hindrances. Based on the comprehensive research conducted annually by the esteemed Ethics and Anti-Corruption Commission (E.A.C.C.) and the reputable World Internal Security and Police Index (W.I.S.P.I.) between 2016 and 2023, it has been consistently observed that the security services rendered by the National Police Service (NPS) have fallen short of anticipated standards or have shown limited progress. These findings have consistently positioned the NPS as the most concerning public institutions (Bertha, 2018).

The decline in productivity can be attributed to a multitude of both external and internal factors, as stated by NPS (2021). Based on the findings of the Police Annual Crime Index Report for the year 2019, there was a notable surge of 39% in property and life losses. This alarming increase in losses not only highlights a significant security vulnerability but also raises concerns regarding potential violations of human rights (NPS Annual Crime Report, 2019). In June 2020, Kenya experienced a crime rate of 69.47 percent. This statistic highlights the pressing issue of crime within the country, necessitating urgent attention and effective measures to address this growing concern. During the period spanning from 2017 to 2023, a staggering number of 186,300 individuals were compelled to evacuate their residences against their will. This alarming statistic highlights the urgent need to address the underlying factors that contribute to such forced displacements. The series of terrorist attacks in Wajir, Mandera, Garissa, Lamu, and Nairobi resulted in the extensive destruction and immobilization of civilian property valued at billions of shillings.

According to the Kenya National Commission on Human Rights (K.N.C.H.R., 2019), a significant number of 4,965 livestock were reported stolen or killed within the same time period. SeveraI studies have been conducted regarding governance strategies on police force service delivery. Bertha (2018) studied effect of strategic management practices on service delivery of administration police service in Kisumu County, Riany (2022) focused on influence of e-government strategies on public service delivery of state agencies in Kenya, Mwivanda, Muhindi, and Wamalwa (2022) investigated the consequences of community policing strategies in curbing insecurity in Kenya and Kayiaka (2022) conducted research on community policing initiatives and its effect on security in Mathare Constituency, Nairobi County, Kenya. These studies revealed methodological, contextual and conceptual gaps that ought to be filled. This research aimed to fill the existing gaps by examining the influence of governance strategies on service delivery of NPS in Kenya.

Objectives of the Study
  i. To find out the influence of Community Policing strategies on service delivery of NPS in Kenya
 ii. To evaluate the influence of digital governance strategies on service delivery of NPS in Kenya

LITERATURE REVIEW

Theoretical Framework

The Resource Based-View Theory

Penrose E. (1959) is credited with the RBV together with (Peteraf, 1993; Wernerfert, 1984) who proposed that the manner in which managerial resources are utilized within a business bears capacity to fashion a competitive advantage for the firm: Resource diversity relates to the condition a company possesses such as a means or know-how also in possession of several other rival companies, so therefore that means cannot afford a competitive advantage. Resource immobility

on the other hand represents a means that is hard to acquire by rivals for the reason that it is expensive to develop, obtain or use. (J. Barney, 1991) The RBV of the business proposes that an establishment's human resource administration practices can add considerably to supporting competitive advantage by generating particular skill set, expertise and philosophy within the business which are not easy to duplicate (Afiouni, 2007; Mata , 1995).

The theory suggests that by creating resource multiplicity, growing understanding and expertise, and resource immovability; a philosophy that everyone wants to engage in a viable economic activity that can be developed and continued. For an organization to craft human capital reserve variety and immovability, it is imperative to have suitable human capital management practices, structural procedures, expertise monitoring practices and schemes, scholastic opening (equally official and casual) and shared communication ethos obtaining (Afiouni, 2007). Sustainable competitive edge can, for that reason, be created and maintained by crafting reserve diversity together with accrued know-how and expertise, and resource immovability that is, a philosophy that the employees work with. A public organization consequently needs to possess adequate human capital, principal competences, structural skills, education proficiencies and collective aptitudes for the purposes of creating human assets, reserve diversity and inflexibility (Afiouni, 2007; Barney, 2006).

Barney & Hesterly (2006) emphasized that economical lead may be generated if assets and managerial skills are classified and planned for in a proper manner. Conversely, Sanchez (2008) in the examination of RBV identified some limitations. There is an Irregularity in the suppositions about Resource Factor Markets that the effect is an incapacitated VRIO structure to aid recognizable proof of assets that can be wellsprings of supported upper hand. Moreover, in a general sense, the basic suggestion of the RBV that assets that are deliberately significant, uncommon, incomparable, and authoritatively implanted are wellsprings of feasible upper hand is contended to result specifically in the 'justified true belief' unfeasibility Problem which blocks application of the logical strategy in RBV consider. R. Sanchez (2008) contends that up till these applied under-performances together with rationale issues are perceived and addressed, the RBV disregarding its present fame is bound to remain hypothetically impractical and unequipped for underwriting in any methodical path towards advancement of procedure hypothesis.

This theory supports the dependent variable of quality service delivery on contributions of assets, particularly the human capital owing to its capacity to instinctively use the abilities, expertise and skills to produce results. The concept thus enables the Kenya police service to evaluate the structures within their system. This includes the appreciation of valuable assets such as communication structures and personnel, which contribute a whole lot more towards improved services to the public in state owned entities. The creation, maintenance and linking of effective communication structures in the NPS in this study has been acknowledged as a valuable resource for improving efficiency of the police staff which reproduces excellent service delivery to the citizens.

Herzberg's Two-Factor Theory

Fredrick Herzberg (1959) proposed the existence of work environment conditions which create a sense of self-actualization at the workplace, whereas others lead to discontentment. Frederick Herzberg whose interest was in comparing the relationship between workplace motivations and employee attitude noted that the quality of output of employees had a positive correlation with good working conditions (Herzberg, Mausner & Snyderman, 1959). The foremost idea behind the theory was to discover the reason why employees are either satisfied of unsatisfied at the job. The two-factor theory is based on the supposition that there are two sets of dynamics that influence enthusiasm in the workplace by either boosting employee contentment or deterring it (Hackman & Oldham, 1976). These include the presence of motivators or the absence of hygiene factors, also

referred to as factors that cause 16 dissatisfaction. The lack of moral influence is reason enough for personnel to produce way below their full potential.

Moral factors invariably are not factors existing in the real work itself but obtain within the work environment. Presences of motivators give employees reasons to exploit their potential fully. These factors obtain complexly in the real job, the situation (Riley, 2005). According to the theory, motivating factors are: Accomplishment, acknowledgment, the work itself, accountability, progression as well as growth can be applied in order to boost the zeal and the motivation of the employees to work (Hackman & Oldham, 1976). With regard to hygiene, Gibson (2000) proposed the following; fair and clear company policies, Supervision, healthy, amiable, and appropriate relationships, safe and better work conditions, salary, status and security which could be applied to improve the satisfaction of the employees. Just like the hierarchy theory of needs (Maslow, 1943), this theory also lists the motivators in order of significance, including business strategy, command, worker's relations with their superior, job environment, remuneration, as well as relations with peers.

The moral factors, when missing can result in discontent in the industry, but then again once completely catered for in the business, alone, are not sufficient to content employees. The incentives symbolize to the kind of the work that provide contentment and results in greater zeal among workers. (Dartey-Baah & Amoako, 2011). Likewise Riley (2005) proposed that managers need to understand and choose the styles at the workplace that would be effective in ensuring that there is minimal friction between employees. This theory is appropriate to this research work for the reason that it extrapolates on the aspects that stir up the motivation in employees in a given institution and will be useful in analyzing the independent variable of incentive management.

The theory stresses the importance of coaches to understand the human nature of the employees and be able to address their concerns in order to improve their productivity. By doing so, their focus should be on the way to improve the hygiene and motivational factors. Given the effectiveness of recognition, through incentives and reward, this theory is pivotal in advising the management to consider the affairs and personal desires of the police staff especially the remuneration aspects (salaries, pensions, allowances etc.) as key motivators of the satisfaction which translates to better productivity in the KPS.

Conceptual Framework

Independent Variables

Dependent Variable
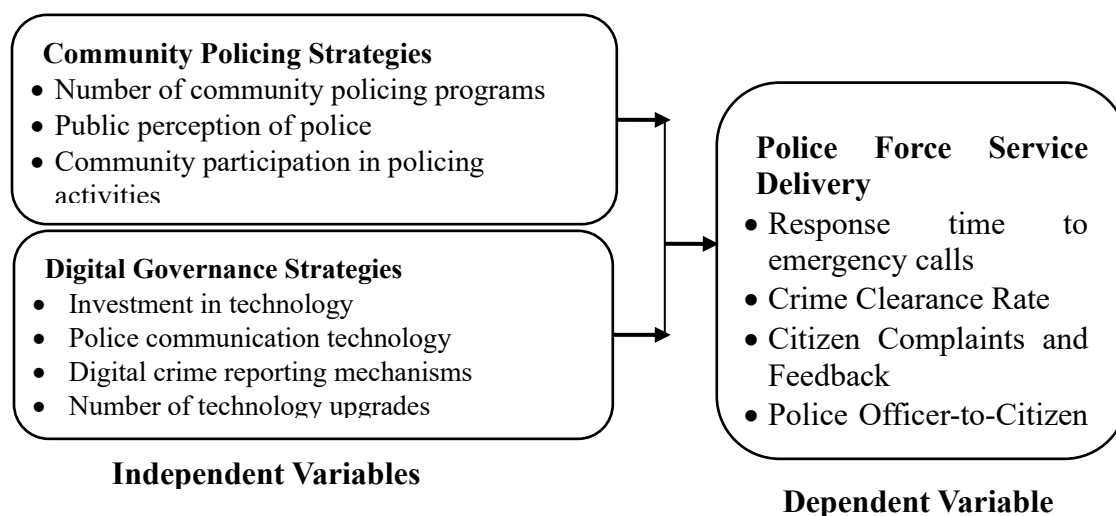
Figure 1: Conceptual Framework

Empirical Review of Variables
Community Policing Strategies and Service Delivery

Ekici, Akdogan, Kelly and Gultekin (2022) sought to carry out a meta-analysis of the impact of community policing on crime reduction. The study combined two previous meta-analyses of CP and Turkish and English online searches. The study used the Comprehensive Meta-Analysis (CMA 3.0) statistical program to calculate the effect sizes of previous studies. We employed odds ratio (OR) as the effect size, since it is one of the most appropriate methods for proportions. The study found no evidence suggesting that CP has an impact on reducing disorders, drug sales, or property crime, but it does have an impact on reducing crimes such as burglary, gun use, drug use, Part I crimes, and robbery, as well as fear of crime. Depending on crime type, CP can be a promising policing strategy to reduce crimes. und a statistically significant, positive impact of CP, despite the limitations of including only Turkish- and English-language studies.

Grace (2022) assessed the development and practice of Community policing to understand the challenges and the reasons for the ineffectiveness of policing in WestPoint, Greater Monrovia, Liberia. A qualitative method was employed using open-ended survey questions. Malmö University library and google scholar search engines were utilized with several inclusion criteria to arrive at 48 articles and books for the review. The study found that in the light of the restraints, implementation of Community policing in WestPoint has failed due to its inadequacy to collaborate with partners between security agencies and communities; failure to protect volunteers of information among the community resident; failure to provide awareness to WestPoint residents on the importance to uphold the existing laws and procedures of the public safety and security.

Kayiaka (2022) studied community policing initiatives and its effect on security in Mathare Constituency, Nairobi County, Kenya. Descriptive research design was used in this study. The population for this research was all 419 police officers in Mathare Constituency, Nairobi County, Kenya. The sampling frame for this research was a list of all police officers in Mathare Constituency which was sourced from Kenya Police Service. Stratified sampling was used in the research to choose a sample that was representative of the population. The sample size was 205 police officers which was allocated proportionally to the population and a response rate of 62.4% was realized. The sample from each stratum was chosen at random using random numbers and a list of police officers supplied by the Kenya Police Service. The research relied on primary data. To gather primary data, a questionnaire was utilized. A pilot test was conducted to assess the questionnaire's validity and reliability. In the pilot test, 20 respondents from Starehe Constituency in Nairobi were utilized. The findings of the study indicated that community consultation significantly and positively influences security in Nairobi County, Kenya. The findings also indicated that community engagement significantly and positively influences security in Nairobi County, Kenya. Further findings of the study indicated that administrative police decentralization significantly and positively influences security in Nairobi County, Kenya. However, the study results showed that community involvement in problem solving has no significant influence on security in Nairobi County, Kenya.

Onyonka and Lucas (2022) studied the effects of community mobilization strategies on implementation of community policing in Kenya. The study was guided by the social capital theory. The study aimed at establishing the influence of community mobilization strategies implementation of community policing in Kenya. Successful community policy enhances reduction of crime in the country. The study adopted a descriptive survey design and targeted households within the community. The households were stratified and a sample size of 98 households drawn and participated in the study. A questionnaire was used to collect data from the respondents. Data was analysed by SPSS version 20 and presented in tables of frequency and percentage. The study found that mobilization strategies can be used to implement community

policing in Kenya. The findings indicated that 82% mobilization techniques enhances community policing. This implies that when you increase mobilisation strategy by 1% there is 1.8 times increases chances of reducing crime rate. This is in line with Cobb Douglas production function theory. Also important to note is that policing practice of preventive include foot patrol, preventive patrol, problem oriented policing and team policing.

Mwivanda, Muhindi and Wamalwa (2022) sought to assess the impact of Community Policing strategies in curbing insecurity in Kenya: A case study of Embakasi Central Sub-County; Nairobi County. The study was anchored on the Systems Theory, Normative Sponsorship Theory and Social Contract Theory. Descriptive research design was adopted and mixed methodology that involves a combination of quantitative and qualitative approaches was applied. The sample size was determined using Yamane's (1967) formula at the level of significance of 0.05. The sample size for the study was 235 respondents drawn from National Police Inspectorate, Religious leaders, Civil Societies Representatives, Community Policing Committee Members and National Government Administrative Officers out of the population of 450. Data was collected using a structured questionnaire; key informant interviewed and analyzed using descriptive and inferential statistics. Pearson's correlation moment and multiple linear regressions was used at a significance level of 0.05, to establish the relationship between the variables in the study. Statistical Package for Social Sciences was used in analyzing quantitative data while qualitative data was analyzed through content analysis. The study found that the adoption of technology strategies had the highest impact on curbing insecurity in Embakasi Central Sub County followed by the problem-oriented policing strategy and lastly information sharing strategy.

Digital Governance Strategies and Service Delivery

Manoharan, Melitski and Holzer (2023) conducted an assessment of performance and best digital governance. The survey identified the top 100 cities within the most wired nations based on data from the International Telecommunication Union (ITU), which is affiliated with the United Nations (UN). Previous research consistently shows a positive relationship between population and e-government capacity. Given the relationship between a city's e-government capacity and its population, the largest city by population was selected from these 100 nations. Each city was considered a surrogate for all cities in its respective nation. Next, their official websites were identified and evaluated in their native languages. The study found that e-government has evolved from providing static content and services to integrating user generated content and social media technologies. This allows citizens to participate and provide regular feedback on policies and programs, both of which promote public value through e-democracy.

Johansen (2020) conducted a study of the impacts of e-governance on the economy, trends, and perspective. The EU, the United States, the United Kingdom, and Japan are some of the developed nations that have taken the lead in making their online presence a priority in the world today. The fact that experiments are currently being conducted at various levels, including at the state, center and municipal levels, in developing countries such as Brazil, India and China, is an important point to make. With the aim of offering citizens what their counterparts in first world countries receive, these experiments are being conducted at various levels. The study adopted a literature review approach. The study discovered that the relationship between corruption and e-government has been extensively examined, and that e-government initiatives may not be able to eliminate all forms of corruption that exist

In Nigeria Adegoroye, Oladejo and Yinus (2018) studied the impact of E- Government on governance service delivery in Ogun state, Nigeria. The sampling frame comprised of senior and junior staff in three (3) government parastatal (ministries) in Abeokuta, (Ministry of Education, Science and Technology, Ministry of Finance, Ministry of Information and Strategy). The ministries were selected via purposive sampling while the staff were selected at random. 150

questionnaires were administered to the respondents with 125 questionnaires returned and analyzed using frequency table and percentage analysis. Non-parametric statistical test Chi- square was used to test the formulated hypothesis and the findings showed that E-Government strategies improved service delivery by the public sector in a form of transactional convenience, savings of time and lower service costs which has improved customer's relationship and satisfaction.

Jdedo (2019) examined the shift toward electronic administration in government institutions in Libya to meet the challenges of the digital age. The study used descriptive analytical approach and the field study method. To achieve the study objectives, a research methodology allowing for the collection of secondary data via literature review was used, and for primary data questionnaires were used during a fieldwork exercise. The study sampled 300 respondents made up of personnel in Libya's most significant government entities representing the study's population. Descriptive, deductive and statistical methods were applied. The study showed that E-Administration plays a key role by introducing changes which catalyze administrative work stages and methods. It boosts performance by offering timely information, better quality services and at lower cost.

Riany (2022) examined the influence of E-Government strategy on the public service delivery of state agencies in Kenya. The study adopted a descriptive research design to collect data from the target population comprising of 4230 employees within the management cadre at 132 specific government state agencies incorporated entities outside the mainstream civil service established for purposes of public service delivery in Kenya; 62 Executive Agencies, 25 Independent Regulatory Bodies as well as 45 Research Institutions, Public Universities and Tertiary Education Institutions. Documentary review was also used to compliment the data collected. Convenient sampling technique was used by the study to sample the respondents within the 132 specific government state agencies. Taro Yamani formula was applied to calculate the sample size of 365 employees and self-developed questionnaires were used to collect data from the sample. Data was analyzed using descriptive and inferential statistics. The study findings revealed that implementation of E-Commerce, E-Services, E-Administration and E-Participation leads to a significant improvement in the public service delivery of state agencies in Kenya. The study further concluded that implementation of E- Commerce practices such as having a high level of understanding of internal strengths, weaknesses, external opportunities and threats can lead to a significant improvement in the performance of public service delivery in Kenya.

Service Delivery

Service delivery is an organizational framework that supplies services from a provider to a client (Elrahman, El-Borsaly & Hassan, 2020). It also includes the constant interaction between the two parties during the duration of the time in which the provider supplies the service and the customer purchases it. Tsai, Morse, Toral and Lipovsek (2019), pointed that service delivery processes typically aim to provide the client with increased value by setting standards, policies, principles and constraints to guide all aspects of their business and customer interactions. Sometimes service delivery may involve a third-party or outsourced supplier besides the provider and the client.

Aryani, Gantyowati, Nurrahmawati, Arifin and Sutaryo (2023) investigated public service quality determinants from local politics, head, and financial factors. Using the purposive sampling method, we collect secondary data from the authorized government institutions during 2016–2019, analyzed with panel data regression. The findings demonstrate that the average achievement of public service quality in Indonesia is at a high level with Java and Bali regions having better average accomplishments than other geographic regions. However, there still exist several local governments with medium and even low public service quality that requires urgent improvement. Further, the study found that local government women's political representation in the legislative board, operational expenditure, and capital expenditure positively affect public service quality while other variables exhibit insignificant effects.

Okeke, Ezenwaka and Ekenna (2023) analyzed the progress in service delivery coverage and equity in access to care within the Nigerian health systems based on the tracer indicators of the WHO framework for monitoring UHC. Their study searched the literature in databases: PubMed, Scopus, Directory of Open Access Journals, Google Scholar, Science Direct and websites of relevant health Ministries, Agencies, and Organizations between March to December 2022. Search terms were identified in four broader themes: Service delivery coverage, equity, UHC and Nigeria. Data were collected through a review of 37 published articles (19 peer-reviewed articles and 8 grey documents). The findings show a slow improvement in service delivery coverage across the UHC tracer indicators; reproductive, maternal, newborn and child health, infectious diseases, non-communicable diseases and service capacity and access. With regards to equity in access to care across the tracer indicators, there has been a great disparity in the utilization of healthcare services among rural dwellers, lower educational level individuals and those with poor socio-economic status over 20 years. However, there was remarkable progress in the ownership and use of long-lasting insecticide-treated nets among rural and lowest-wealth quantile households than their urban counterpart.

Sagwa (2021) assessed how police training, police leadership, non-monetary rewards, monetary rewards influenced quality police service delivery. Despite the reforms proposed by the Waki and Philip Ransley Taskforce occasioned by the Post-Election Violence of 2009 not much significant difference in service delivery had been realized. Citizen's perceptions had significantly reduced for the last five years, despite the government having invested in improving police equipment for detecting and fighting crime this did not translate to improved service delivery to the citizens. The study utilized descriptive research design. Data was cleaned and preliminary analysis performed to aid in the decision of choosing test statistics which were performed. Data analysis results established that police training and non-monetary rewards had a significant positive (sig. $p=0.000$, $p=0.000$) relationship with service delivery. Conversely, there was insignificant positive relationship (sig. $p=0.09$ and $p=0.378$) respectively between monetary and police leadership and service delivery. Finally, on average, the level of service delivery in the absence of any predictor variables was found to be 0.081.

Mutungi, Minja and Njoroge (2019) aimed at understanding the role of change leadership on service delivery by Kenya Police service. Data was gathered by distributing questionnaires to Kenya Police Service employees of all ranks at the Kenya Police Headquarters. Using proportional allocation and a stratified sampling method, a sample size of 309 was determined. These results revealed a significant positive relationship between change leadership and service delivery by Kenya Police Service. According to the findings, leadership in the police service1has a significant impact1on service1delivery of police officers. Police performance was affected by non-monetary incentives: affordable housing, job change, favorable environment, education, availability of work equipment, availability of insurance services, availability of better social services, freedom of work, harmony, individual productivity, change of attitude, commitment, reward, respect, knowledge, non-monetary focus on work, job equality and individual skills.

RESEARCH METHODOLOGY

The study adopted a mixed research design comprising of quantitative and qualitative research designs. The population included various police officers involved in or affected by service delivery of NPS in Kenya. The target population for this research comprised of the senior police officers from all the 11 Police Sub County Police Commands in Nairobi City County, Kenya. The sampling frame consisted of 44 senior police officers involved in or overseeing police service delivery in Kenya (KPS, 2022). A census consisting of 44 County Police Commissioners, DCPC, DCPD and OCS was be conducted.

In the study, primary data was collected mainly by the use of a structured questionnaire while secondary data was gathered using secondary data coIIection sheet. Qualitative data analysis involved thematic analysis, where patterns and themes emerging from interviews and discussions were identified and analyzed. Quantitative data was analyzed using appropriate statistical techniques such as correlation analysis, regression analysis, and chi-square tests to examine relationships and associations between variables. A multiple linear regression model was used to measure the relationship between the independent variables and the dependent variable which are explained in the model.

RESEARCH FINDINGS ANALYSIS AND DISCUSSION

The number of questionnaires administered to the respondents was 44. Thirty-nine questionnaires were well filled and returned, giving a response rate of 88.6%. On the other hand, five questionnaires were either not returned or were returned unfilled. According to Sanchez (2016), a response rate of above 50% is adequate for a descriptive study. Return rates of above 50% are sufficient to analyze and publish, 60% is good, and 70% is great while above 80% is excellent. The response rate was considered satisfactory to evaluate the influence of governance strategies on service delivery of NPS in Kenya.

Descriptive Statistics

Descriptive analysis seeks to describe the findings as observed during the analysis. The study adopted descriptive statistics aimed at describing the distribution of measures obtained from responses from items contained in each of the variable in the questionnaire. This descriptive statistics section focuses on synthesizing the results on the influence of governance strategies on service delivery of NPS in Kenya. To explain the distribution of measures of questions addressing each variable, the researcher utilized descriptive statistics in the study. The researcher first formulated items addressing each variable in the questionnaire and requested that respondents rate the statements on a scale of 1 to 5, with 1 denoting no extent or strong disagreement, 2 implied little extent or disagreement, 3 implied moderate extent or neutrality/impartiality, 4 implied great extent or agreement and 5 implied a very great extent, or strong agreement with the statements.

Community Policing Strategy and Service Delivery

The first objective of the study sought to find out the influence of community policing strategies on service delivery of NPS in Kenya. The study sought to establish the respondents' views on the influence of community policing strategy on service delivery in the Police Force. The majority of the respondents in Table 1 indicated affirmation that accurate community policing strategy promote community participation processes in NPS's service deIivery as shown by a mean score of 3.673, the Police Force takes time to handle customer complaints as shown by a mean score of 3.613, and community policing strategy entails developing the strategic goals and objectives of NPS as shown by a mean score of 3.601. The respondents further agreed that community policing strategy enable achievement of organizational goals and objectives as shown by a mean score of 3.585, social media and online engagement facilitate community policing strategy and overall performance of the Force as shown by a mean score of 3.577, community policing strategy provides frameworks for crime control as shown by a mean score of 3.560 and that the importance of community policing strategy becomes more profound in achieving organizational goals as shown by a mean score of 3.500. These findings imply that community policing emphasizes on development of close communication between the police and the community, which helps police collect facts for prevention and solving crime. This is in Iine with Grace (2022) who established that implementation of Community policing in WestPoint has failed due to its inadequacy to collaborate with partners between security agencies and communities; failure to protect volunteers of information among the community resident, community consultation significantly and

positively influences security and community engagement significantly and positively influences security.

Table 1: Agreements on Community Policing Strategy and Service Delivery

Statements on community policing strategy	SD	D	N	A	SA	Mean	Std. Dev.
Community policing strategy provides frameworks for crime control	0.0	10.9	35.9	39.5	13.7	3.560	0.80
Community policing strategy entails developing the strategic goals and objectives of the Organization	1.6	8.5	34.7	38.7	16.5	3.601	0.716
The Police Force takes time to handle customer complaints	0.4	8.1	37.5	37.9	16.1	3.613	0.704
The importance of community policing strategy becomes more profound in achieving organizational goals.	0.8	9.7	39.1	39.5	10.9	3.500	0.828
Accurate community policing strategy promote community participation processes in NPS's service deIivery	0.0	7.7	36.3	37.1	19.0	3.673	0.768
Community policing strategy enable achievement of organizational goals and objectives	1.2	8.9	35.5	39.1	15.3	3.585	0.812
Social media and online engagement facilitate community policing strategy and overall performance of the Force	0.0	10.1	37.1	37.9	14.9	3.577	0.820

Digital Governance Strategy and Service Delivery

The second objective of the study sought to evaluate the influence of digital governance strategies on service delivery of NPS in Kenya. Accordingly, the study sought to establish the respondents' level of agreement with the various statements regarding digital governance strategy and their effect on service delivery at NPS. Majority of the respondents agreed that the digital platforms are accessible due to their higher prevalence rates as shown by a mean score of 3.540, inadequacy of formal banking services has culminated to widespread adoption of digital governance strategy as shown by a mean score of 3.532, the availability of efficient technologies network infrastructure ensures convenient access to services as shown by a mean score of 3.520, the digital technologies are essential in service deIivery as shown by a mean score of 3.508, the digital credit is effectively and efficiently disbursed at the correct time to meet the public needs as shown by a mean score of 3.508 and that the application process of the digital governance strategy makes it easy and less tedious to execute services as shown by a mean score of 3.500. From these resuIts, digital governance frameworks are responsibIe for establishing accountability, roles, and decision-making authority for an organization's digital presence. These outcomes support prior findings by Johansen (2020) that implementation of digital governance practices such as having a high level of understanding of internal strengths, weaknesses, external opportunities and threats can lead to a significant improvement in the performance of public service delivery.

Table 2: Agreements on Digital Governance Strategy and Service Delivery at NPS

Statements regarding digital governance strategy	SD	D	N	A	SA	Mean	Std.Dev
The digital platforms are accessible due to their higher prevalence rates	1.6	11.3	32.3	41.1	13.7	3.540	0.876
The digital technologies are essential in service deIivery	2.4	9.7	33.9	42.7	11.3	3.508	0.824
The availability of efficient technologies network infrastructure ensures convenient access to services	0.4	13.	33.5	39.5	13.3	3.520	0.794
Inadequacy of formal banking services has culminated to widespread adoption of digital governance strategy	1.2	11.7	31.9	43.1	12.1	3.532	0.902
The application process of the digital governance strategy makes it easy and less tedious to execute services.	0.0	12.	35.5	40.3	11.3	3.500	0.910
The digital credit is effectively and efficiently disbursed at the correct time to meet the public needs	0.8	12.	34.3	41.1	11.7	3.508	0.897

Service Delivery at NPS

The main focus of the study was to examine the influence of governance strategies on service delivery of NPS in Kenya. The study sought to establish the extents to which governance strategies affect various aspects of service delivery in the Police Force. According to TabIe 4.15, most of the respondents agreed that that they feel the police force values community input and actively involves residents in decision-making processes as shown by a mean score of 3.637, the police respond promptly to emergency situations, providing effective support to those in need as shown by a mean score of 3.613, traffic control measures implemented by the police contribute to safe and efficient transportation in the area as shown by a mean score of 3.609 and that they are satisfied with the quality of services provided by the police force in Kenya as shown by a mean score of 3.593. In addition, there was agreement that the police force is transparent in its actions and is held accountable for any misconduct as shown by a mean score of 3.565, the police force utilizes modern technology effectively to combat and prevent crime as shown by a mean score of 3.565, the police force effectively prevents and addresses criminal activities in my community as shown by a mean score of 3.524, the police force actively engages with the community through outreach programs and partnerships as shown by a mean score of 3.524, the police officers conduct themselves professionally in their interactions with the public as shown by a mean score of 3.520 and that they felt safe and secure in my neighborhood due to the efforts of the police force as shown by a mean score of 3.508. This is an indication that governance strategies are crucial on service delivery in the Police Force.

Table 3: Agreements with Statements on Service Delivery of NPS

Statements	NE	LE	ME	GE	VGE	Mean	Std.Dev.
The police force effectively prevents and addresses criminal activities in my community	0.8	12.9	33.9	37.9	14.5	3.524	0.798
The police force actively engages with the community through outreach programs and partnerships	0.8	12.9	33.9	37.9	14.5	3.524	0.798
The police respond promptly to emergency situations, providing effective support to those in need.	1.2	10.1	33.1	37.5	18.1	3.613	0.783
Traffic control measures implemented by the police contribute to safe and efficient transportation in my area	0.0	9.7	34.7	40.7	14.9	3.609	0.793
The police force is transparent in its actions and is held accountable for any misconduct.	0.0	13.7	31.5	39.5	15.3	3.565	0.768
I feel that the police force values community input and actively involves residents in decision-making processes.	0.0	9.7	32.7	41.9	15.7	3.637	0.770
The police force utilizes modern technology effectively to combat and prevent crime	0.0	13.7	31.5	39.5	15.3	3.565	0.768
I feel safe and secure in my neighborhood due to the efforts of the police force.	3.2	12.5	29.4	39.9	14.9	3.508	0.852
Police officers conduct themselves professionally in their interactions with the public.	0.4	13.3	33.5	39.5	13.3	3.520	0.841
Overall, I am satisfied with the quality of services provided by the police force in Kenya	1.2	10.5	31.5	41.5	15.3	3.593	0.812

Inferential Analysis
Model Summary

This section shows the model summary findings which is a representation of the coefficients of determination as a contribution of the predictors towards the dependent variable. From the results depicted in Table 4, the *R* value was 0.850, the R-Square was 0.723 and the adjusted R-Square was 0.693. The R-Square value of 0.723 implies that the independent variables (governance strategies) would contribute to 72.3% of the dependent variables (service delivery in the Police Force) when the external factors are not eliminated from the model. In addition, the adjusted *R-square* of 0.693 indicated that when the external effects are eliminated, the independent variables would provide a 69.3% of the prediction of the dependent variable. The values of the Adjusted *R-Squared* showed that after the model is adjusted for inefficiencies the independent variables would explain 69.3% of service delivery in the Police Force.

Table 4: Regression Model Summary

Model	R	R-Square	Adjusted R- Square	Std. Error of the Estimate
1	0.850	0.723	0.693	0.0958

Analysis of Variance

The Analysis of variance (ANOVA) was employed in this study to help establish if there was a regression relationship between the variables in the study. A significant F statistic indicated in ANOVA simply demonstrated that the model was fit for the estimation. The model was tested at 5 percent significance level with a 2 tailed test. As per Table 5, the F value estimated at a 5 percent significance level was 3.228, with a significance value of 0.010, which was less than the crucial value produced from a 2-tailed test at the same significance level. This model's computed F was higher than the F critical (at 4 34, F critical= 2.650). This was an indication of the model's overall importance. As a result, the study established that there was a substantial link between investment structure and service delivery in the Police Force. The importance of the regression model, which was determined to be statistically significant, was demonstrated by these findings. Any fluctuation in the variables was negligible, and any adjustment would not result in a substantial difference. The model was therefore relied upon to explain the effect of community policing strategies, and digital governance strategies on service delivery in the Police Force.

Table 5: ANOVA Test Results

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1.77	4	0.4425	3.228	.010(a)
Residual	0.7198	34	0.02117		
Total	2.4898	38			

Regression Coefficients

Based on the coefficients shown in Table 6, the regression model therefore becomes.

$Y=3.138 + 0.992X_1+0.985X_2$

Substituting the dummy variables with the study variables culminates to the following equation:

Service delivery =3.1378 + 0.992 Community policing strategies + 0.985 Digital governance strategies

The model indicates that, holding the predictor variables constant, the service delivery in the Police Force would be 3.1378. The results from the regression analysis revealed that there were beta coefficients of 0.992, and 0.985 for community policing strategies, and digital governance strategies respectively. The corresponding t and p values for community policing strategies (t=2.1802, p=0.018), and digital governance strategies (t= 2.3286, p=0.024) which are statistically significant, because p values were less than 0.05. Each investment structure aspect has a positive and significant effect on the service delivery in the Police Force. These results conform with those of Sola (2021) who demonstrated that governance strategies are a prerequisite for a financial institution's stability and continuing profitability. As such, community policing strategies, and digital governance strategies enhance service delivery in the Police Force.

Table 6: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.138	0.762		4.1181	0.012
Community policing strategies	0.992	0.455	0.396	2.1802	0.018
Digital governance strategies	0.985	0.423	0.361	2.3286	0.024

Conclusions of the Study

The study deduces that NPS has adopted community policing strategy that has a great effect on their service delivery. As such, if the role of the police is executed effectively, the community enjoys immense benefits and authorities achieve higher ratings in terms of its obligation to protect its people and their property. The community policing programs available, level of community participation, public perception of the police force/personnel as well as use of social media and online for community policing purposes greatly influence service delivery in the security agencies. Establishing communication structures, incentives management system, stakeholder engagement practices and performance review mechanisms are essential for improved service delivery and in determining the level of police output. In the modern world, the role played by the police service is quite fundamental since it involves executing governmental legislation and ensuring the public adhere to them. It is evident that community policing emphasizes on development of close communication between the police and the community, which helps police collect facts for prevention and solving crime.

The study concludes that digital governance strategies improved service delivery by the public sector in a form of transactional convenience, savings of time and lower service costs which has improved customer's relationship and satisfaction. Digital governance strategies play key roles by introducing changes which catalyze administrative work stages and methods. It boosts performance by offering timely information, better quality services and at lower cost. Implementation of digital governance practices such as having a high level of understanding of internal strengths, weaknesses, external opportunities and threats can lead to a significant improvement in the performance of public service delivery.

Recommendations of the Study

community policing agencies should prioritize conducting civic education aimed at local communities and other stakeholders, including business people. This education should focus on highlighting the importance and contribution of community policing to national security. The success and sustainability of community policing in Kenya will largely depend on several factors, including an improved policy environment, skilled and knowledgeable policing agencies, deliberate funding of community policing programs, and support with modern equipment and technology. It is of utmost importance that policing agencies establish a mandatory requirement for their officers to actively engage with local communities in crime prevention efforts. Building partnerships between community members and the police is essential in fostering trust. Through these partnerships, citizens can provide valuable insights into the specific crime issues occurring within their neighborhoods, and they can assist officers in intelligence collection and investigations.

It is imperative to establish a culture that relies on data in the security sector, as indicated by the findings and conclusions. To achieve this, it is necessary to ensure the consistent utilization of digital technologies across various policy domains and government levels. The National Police

Service (NPS) should enhance the connection between digital government initiatives and broader public governance agendas. By adopting a risk management approach, the focus should be on addressing digital security and privacy concerns. This may involve conducting research to comprehend the customer's business, needs, and preferences. Additionally, it is crucial to make content more widely accessible and available through multiple channels, without being limited to specific programs or devices. Furthermore, maintaining plain language and content freshness standards will enhance the accuracy and comprehensibility of the content. Lastly, providing convenient avenues for feedback will facilitate continuous improvement in service delivery.

Suggestions for Further Study

The study has investigated the influence of governance strategies on service delivery of NPS in Kenya. Comprehensive research could be conducted incorporating major security organs in Kenya with an aim of providing an all-inclusive analysis of these relationship in the entire national security sector. Another study should be carried out that would make use of the available both primary and secondary data which can be used to cover a longer period to check for the changes in the influence of governance strategies on service delivery in Kenya from time to time.

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