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**CHANGE MANAGEMENT PRACTICES AND SERVICE DELIVERY OF
THE NATIONAL POLICE SERVICE IN NAIROBI COUNTY, KENYA**

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Abstract:

Purpose: The study aimed to examine the influence of change management practices on service delivery within the National Police Service (NPS) in Nairobi County, Kenya.

Methodology: A descriptive research design was employed, targeting 150 police officers across senior, middle-ranking, and junior cadres in Nairobi County. Given the manageable population size, a census

approach was adopted. Data were collected using semi-structured questionnaires, and a pilot test involving 15 respondents ensured reliability, with all constructs achieving a Cronbach's Alpha above 0.7. Quantitative data were analysed using descriptive and inferential statistics, and qualitative responses were analysed using content analysis.

Findings: The results indicated that employee involvement in decision-making significantly enhanced acceptance of change initiatives and fostered accountability. Strategic communication improved information flow, though gaps remained in personalized communication and information accessibility. Adequate resource allocation—financial, human, and technological—positively influenced efficiency and responsiveness. Leadership demonstrated a moderate-to-high commitment to driving change.

Unique Contribution to Theory, Practice and Policy: Practically, it underscores the value of participatory approaches and communication frameworks in policing reforms. Policy-wise, it highlights the need for enhanced resource allocation and leadership development to strengthen NPS service delivery.

Keywords: Change management, service delivery, National Police Service, leadership support, communication, employee participation, Nairobi County.

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INTRODUCTION

Background of the Study

Providing high-quality policing services is a vital obligation of public institutions, necessary for maintaining legal order, fostering community confidence, and safeguarding national security. Policing encompasses various functions, including criminal deterrent, law enforcement, public safety protection, emergency management, and dispute resolution. Effective delivery of police services enhances public satisfaction, bolsters governmental legitimacy, and fosters a climate favorable to social and economic development (Abdi & Hashi, 2024). The National Police Service (NPS) in Kenya is required under Article 244 of the 2010 Constitution to execute designated responsibilities. In Nairobi County, issues include delayed police responses, increasing crime rates, insufficient community engagement, and escalating citizen dissatisfaction indicate substantial deficiencies in the quality of police services (Mutegei, 2017). These concerns underscore the pressing necessity to examine internal organizational procedures, namely change management tactics, that could improve the responsiveness and efficacy of the police force.

Worldwide, law enforcement agencies face mounting pressure to modernize their systems and enhance service delivery in response to emerging security threats such as cybercrime, terrorism, human trafficking, and civil unrest. Developed nations including the United States, Germany, and the United Kingdom have implemented data-driven and community-focused police strategies that utilize artificial intelligence, big data, and proactive engagement to enhance efficacy and public confidence (Springs, 2024). In the UK, the "Citizens First" initiative customizes police services to align with local community goals, hence enhancing accountability and transparency (Flumian, 2018). Likewise, law enforcement agencies in nations such as Canada and Australia have adopted transformative leadership, evidence-based practices, and systematic feedback mechanisms to guarantee that police services adapt to changing public expectations (Pepper et al., 2023). Notwithstanding these endeavors, police agencies, even in resource-abundant environments, frequently encounter institutional resistance to transformation, financial constraints, and public skepticism, hence underscoring the critical necessity for effective and lasting change management techniques.

In numerous African countries, law enforcement agencies are often compromised by ongoing issues that diminish service quality. These factors encompass insufficient finance, substandard infrastructure, absence of training and professional development, political intervention, and pervasive corruption (Goldstein et al., 2020). Nigeria has initiated changes to enhance community connections, digitize police operations, and revamp command mechanisms. Nonetheless, execution has been inconsistent, and public trust continues to be tenuous. The Independent Police Investigative Directorate (IPID) of South Africa consistently reports elevated instances of police wrongdoing, notwithstanding certain advancements in reforms (Lekgau et al., 2021). The African Union (2023) has underscored the necessity of using structured change management methods, including leadership transformation, stakeholder engagement, and capacity enhancement, to elevate public service performance among its member states.

In Kenya, the National Police Service faces heightened criticism from the public and institutional stakeholders concerning its service delivery standards. Despite the introduction of several reform programs, including community policing initiatives such as Nyumba Kumi, modernization of equipment, and restructuring of command systems, policing services continue to be uneven and frequently poor (Were & Opondo, 2021). Audit reports from the Office of the Auditor-General (2023) and the National Police Service Commission (2023) indicate that many police stations, particularly in urban regions like Nairobi County, face challenges related to inadequate personnel, insufficient training opportunities, and logistical limitations. Nairobi County, characterized by its high population density, informal settlements, and elevated adolescent unemployment, has distinct enforcement issues, such as heightened gang activity, substance abuse, and minor offenses (Wanyama, 2022). Residents often claim delays in emergency services, occurrences of police misbehavior, and a widespread decline in trust in law enforcement (Lagat, 2022). The ongoing challenges indicate that internal organizational reforms are essential, including those addressing structural inefficiencies, behavioral attitudes, and strategic limits to enhance the quality and reliability of police services.

Change management methodologies have emerged as crucial drivers for improved performance in the public sector. They encompass strategic approaches to transition an organization from its current state to a desired future one by modifying systems, processes, personnel, and

organizational culture. In law enforcement, change management include strategies such as employee involvement, transparent communication, leadership endorsement, and ongoing training to mitigate resistance, enhance adaptability, and improve service delivery (Hiatt, 2022). Prosci (2023) contends that proficient change management reduces implementation risks and ensures the institutionalization and sustainability of reforms. When properly executed, change management strategies can enhance officer morale, increase professionalism, and strengthen community-police relationships. To realize these advantages, procedures must be contextually relevant, inclusive, and aligned with business goals (Ayee, 2023). This study seeks to analyze the influence of change management methods on the quality-of-service delivery within the National Police Service in Nairobi County, Nairobi County.

Statement of the Problem

The National Police Service (NPS) is essential for upholding public order, protecting civilians, and ensuring national security against internal threats. Recently, there has been a significant decrease in the efficacy of police services in Nairobi County, Nairobi County. The reduction has alarmed local residents, government officials, and security sector players, resulting in heightened scrutiny of the NPS's performance in the region. The Kenya Police criminal Report (2022) reveals that reported criminal incidents rose from 3,200 in 2020 to 4,160 in 2022, reflecting a troubling 30% increase over three years. Furthermore, public satisfaction with police services diminished from 68% in 2020 to 52% in 2022 (Transparency International, 2022), while the case resolution rate fell from 55% to 42% in the same period. The average police emergency response time worsened, rising from 12 minutes to 24 minutes (NPS Annual Report, 2022). These factors imply systemic performance shortcomings that undermine effective service delivery and diminish public confidence in the police.

Empirical evidence demonstrates that structured change management strategies, encompassing employee involvement, efficient communication, leadership support, and continuous training, can significantly enhance organizational performance (Kotter, 2012). Nonetheless, the preponderance of change management research in Kenya has mostly focused on the business sector, government ministries, or parastatals, with scant attention given to law enforcement agencies. Munyoki (2019)

established a strong correlation between change management and improved performance in public institutions of Nairobi County, yet did not examine its application within police services. Ngugi and Kinyua (2020) investigated strategic change management in state-owned enterprises, excluding security organizations. Although Nyaanga et al. (2025) investigated resistance to change in Kenyan police reforms, the study did not adequately assess the cumulative effect of diverse change management strategies on police service delivery.

This circumstance highlights a substantial deficiency in both theoretical comprehension and practical implementation about the impact of change management methods on service delivery within the National Police Service, especially at the sub-county level. Numerous studies have investigated change management in isolation, frequently neglecting its integrated application within the intricate and dynamic context of law enforcement. This research aimed to address the gap by examining how critical change management factors, including staff participation in decision-making, effective communication, leadership endorsement, and capacity-building initiatives, influenced service delivery within the NPS in Nairobi County. The study assessed performance through quantifiable metrics such as crime reduction, citizen satisfaction, case resolution rates, and emergency response efficacy. The results were designed to facilitate policy reforms and advocate for data-driven initiatives to enhance police service performance.

Objectives of the Study

Specific Objectives

- i) To determine the effect of employee involvement in decision-making on service delivery within the National Police Service in Nairobi County.
- ii) To assess the effect of effective communication strategies on service delivery within the National Police Service in Nairobi County.
- iii) To evaluate the effect of senior management support on service delivery within the National Police Service in Nairobi County.
- iv) To examine the effect of capacity building on service delivery within the National Police Service in Nairobi County.

Significance of the Study

This study was highly relevant to multiple stakeholders, given ongoing efforts to improve the performance, responsiveness, and professionalism of the National Police Service (NPS) in Kenya. It contributed to public sector transformation by highlighting change management approaches in the security sector, where resistance to reform, outdated procedures, and rigid bureaucracy often hinder progress. Senior leaders and policymakers benefited from data-driven insights on facilitators and barriers to effective service delivery, including inclusive decision-making, strategic communication, leadership engagement, and staff development, enabling the design of more flexible, efficient, and citizen-focused policies. The study also provided a framework for implementing sustainable change initiatives suited to densely populated areas like Nairobi County. Academically, it addressed a research gap by examining the intersection of change management and policing, expanding knowledge in public administration, organizational reform, and institutional performance, and laying the groundwork for further research and comparative analyses. Civil society organizations and community-based initiatives gained insights to strengthen advocacy, capacity-building programs, and engagement efforts with law enforcement. Local citizens stood to benefit through faster criminal response, enhanced safety, reliable emergency services, and improved police-community interactions, fostering trust and safer communities. Moreover, the study aligned with national and international development frameworks, supporting Kenya's Vision 2030 governance and security goals and contributing to SDG 16 on peace, justice, and strong institutions. Finally, NPS officers and internal stakeholders were empowered through inclusive change processes and professional growth initiatives, improving morale, preparedness, and service quality for the communities they serve.

Theoretical Review

Resource-Based View (RBV) Theory

The Resource-Based View (RBV) idea was originally introduced by Penrose in 1959. In contrast to methods that emphasize external market dynamics, the Resource-Based View (RBV) prioritizes

the strategic significance of internal capabilities, positing that both tangible and intangible resources are crucial determinants of organizational performance (Lubis, 2022). According to the Resource-Based View (RBV), firms endowed with resources that are valuable, rare, inimitable, and non-substitutable collectively termed VRIN attributes are more likely to achieve sustained long-term success. These resources may encompass proficient staff, institutional knowledge, financial robustness, and technological acumen, all of which can be strategically utilized to enhance organizational outcomes.

The Resource-Based View (RBV) framework is especially pertinent to public sector entities such as the National Police Service (NPS), as proficient resource management profoundly influences performance. Law enforcement agencies necessitate proficient individuals, cutting-edge technology, and robust leadership frameworks to ensure security and improve operational efficacy. By properly leveraging these resources, the NPS can improve service performance, diminish crime rates, and bolster public confidence (Were & Opondo, 2021). This study examines the impact of resource management via change management methods, specifically staff engagement, effective communication, senior management support, and capacity building on the operations of the NPS in Nairobi County.

Notwithstanding its importance, the RBV theory has encountered criticism for its inadequate prescriptive advice. Researchers Springs (2024) contend that while the Resource-Based View (RBV) elucidates the elements that lead to the superior performance of specific firms, it fails to provide explicit guidance on identifying, developing, or acquiring the necessary resources for attaining a competitive advantage. The idea presupposes resource immobility, which may not consistently apply in dynamic environments where resources can be obtained, duplicated, or transferred among firms. Within the NPS framework, resource limitations like insufficient financing, obsolete technology, and labor deficits present substantial obstacles to performance enhancement. The Resource-Based View (RBV) theory is an essential foundation for comprehending how strategic resource allocation can improve organizational performance. Organizations can enhance operational efficiency and service delivery by evaluating existing resources and aligning them with

strategic goals (Krupski, 2015). This study investigates the impact of resource optimization via systematic change management methodologies on police outcomes in Nairobi County, specifically regarding the National Police Service.

Institutional Theory

The institutional theory can make us understand the reason why an organization acts in a particular way in some instances. As it is suggested by Risi et al. (2022), the influence is made by norms, values and rules. To illustrate how this theory can be used to explain the influence of things such as laws and public expectations on banks in Nairobi, we should use this theory. This includes the way they treat what the customers say, the way they spend their money, security and their computer systems.

Listening banks that take action on what the customers say and use frequency are more prone to satisfy the customers and to conform to the normalcy of the society (Risi et al., 2022). Things working out makes the customers happier, more loyal and the bank also makes money. Personalization-based institutions are demonstrating their concern on their clients, and this can help them surpass other competitors in a market where the desires of the customers are quickly evolving. In that way, the quest to retain the customers may force the banks to be more customer-centric, and the transformation of their performance.

The institutional theory asserts that the world influences organizations, it involves the aspects of resource that an organization has to contend with in response to demands. An example is when banks have plenty of cash and quality employees, they are able to apply new technology and concepts to make them more efficient and provide improved services. In addition, regulations could stipulate the usage of money where banks invest in specific areas with the aim of obeying the law and in the process altering the general way they do that (Li & Bosma, 2024). The correlation between the resources and the demands of the institution influence the work of banks and its victory. Nowadays data protection is increasingly questioned and thus banks must actually make their MIS security nail down to ensure all the rules and standards are adhered to. By keeping the data locked down, the banks will lock out the bad guys, and the customers

will trust them more, making them run more successfully and with higher profits (Opondo, 2023). Effective computer systems enable banks to emerge to the need to be efficient and progressive.

Banks should provide convenient and secure online content since banking is managing to become digital. The banks that have invested in new computer systems are fulfilling them and are capable of catering to the customers effectively, which may increase bank balances (Musyoka, 2020). The environment in which these institutions survive dictates the available technology and this affects the agility and success of the institutions in a competitive environment.

Lewin's Change Management Theory

Kurt Lewin's Change Management Theory was introduced in the 1940s. This paradigm is especially pertinent in public institutions like the National Police Service (NPS) in Nairobi County, where organized and methodical reform is crucial for enhancing service delivery results. The initial phase, Unfreezing, emphasizes equipping an organization for transition by fostering awareness of the necessity for change. This entails recognizing obsolete techniques, systemic inefficiencies, and internal opposition that hinder performance. Organizational leaders must scrutinize existing procedures and effectively convey the necessity for change to employees and stakeholders (Trejo, 2024). During this phase, effective communication, participatory leadership, and staff engagement are essential to mitigate resistance and cultivate preparedness for change (Burnes, 2024). In the context of the NPS, unfreezing may involve scrutinizing obstacles such as inadequate communication methods, insufficient resources, or exclusion from decision-making processes, while concurrently informing officers about the necessity and advantages of changes.

The second stage, Change (Transition), is the period of implementation in which new procedures, policies, or behaviors are executed. At this point, personnel need direction, training, and ongoing assistance to acclimate to the new system. Transformation must be incremental to ensure seamless integration and mitigate resistance. Effective leadership, mentorship, and clear communication are crucial for alleviating uncertainty and improving employee engagement during the transition process (Cummings & Worley, 2014). In the National Police Service, this may entail establishing

new decision-making protocols, refining communication tactics, and augmenting training programs to enhance officers' effectiveness and overall service delivery.

The concluding process, Refreeze, guarantees that the modifications are solidified and assimilated into the organizational culture. At this juncture, reinforcing mechanisms such as performance monitoring, appraisal, and rewards are crucial to maintaining new habits and averting a reversion to previous behaviors (Trejo, 2024). Within the National Police Service, this may involve the establishment of new communication frameworks, the enhancement of leadership support, and the implementation of ongoing training programs to sustain performance improvements. Utilizing Lewin's Change Management Theory within the National Police Service in Nairobi County enables the execution of structured changes that improve performance, optimize resource distribution, and foster public trust. The three-stage strategy offers a pragmatic structure for implementing change, addressing resistance, and attaining enduring success within a pivotal law enforcement agency

Empirical Review

Saks et al. (2021) conducted a comprehensive study investigating the influence of employee engagement on organizational performance across several industries in the United States, Canada, and the United Kingdom. The study, based on a cross-sectional survey of 2,000 employees from diverse sectors, determined that increased employee involvement markedly improved service quality, customer happiness, and organizational profitability. The findings indicated that engaged employees demonstrated enhanced devotion to their firms and assumed higher responsibility for their job performance. These insights underscore the essential role of employee engagement in enhancing both productivity and financial results across all sectors. Unlike Saks' extensive, multi-sectoral methodology, this study concentrates specifically on the National Police Service (NPS) in Nairobi County, Kenya.

Mutegi (2017) did a study examining the impact of communication modalities on service quality within local governments in Uganda. Research indicated that both formal and informal

communication channels significantly enhanced the quality-of-service delivery in these local government entities. Frahm and Brown (2017) conducted a study examining the impact of communication techniques on employee receptiveness to change in public organizations. Their studies revealed that communication difficulties are more evident during the early phases of transformation. Furthermore, they found that employees frequently perceive and react to ambiguous change processes by formulating their own comprehension of the circumstances. In a prior study conducted in 2005, the same authors posited that the efficacy of change communication is affected by employees' communication skills and their anticipations for corporate message.

Ahmed (2016) did a study to examine the impact of top executives' involvement on the success of government-led initiatives in Pakistan. The study employed a quantitative approach, gathering data via an online survey aimed at project managers and directors in the public sector. A random sample method and a cross-sectional design were utilized. The findings indicated a robust positive correlation between senior leadership support and good project outcomes. The report recommended that governments engage senior leadership in public sector activities to enhance overall project success.

Bappi et al. (2024) examined the influence of training and development programs on the performance of academic personnel at Gombe State University in Nigeria. The study assessed the efficacy of activities, including professional development sessions and capacity-building efforts, on faculty productivity, skill enhancement, and overall job performance. The research collected data via questionnaires filled out by academic staff, concentrating on their perceptions of training opportunities and their results. The statistical analysis, utilizing correlation and regression techniques, demonstrated a robust positive relationship between employee training and enhanced work performance, particularly in teaching efficacy, research output, and career advancement. This study focuses on the importance of training in improving the efficacy of police officers, in contrast to previous studies on higher education institutions. While both examine the impact of training on performance, they function within distinct organizational sectors and cater to different target demographics.

Conceptual Framework

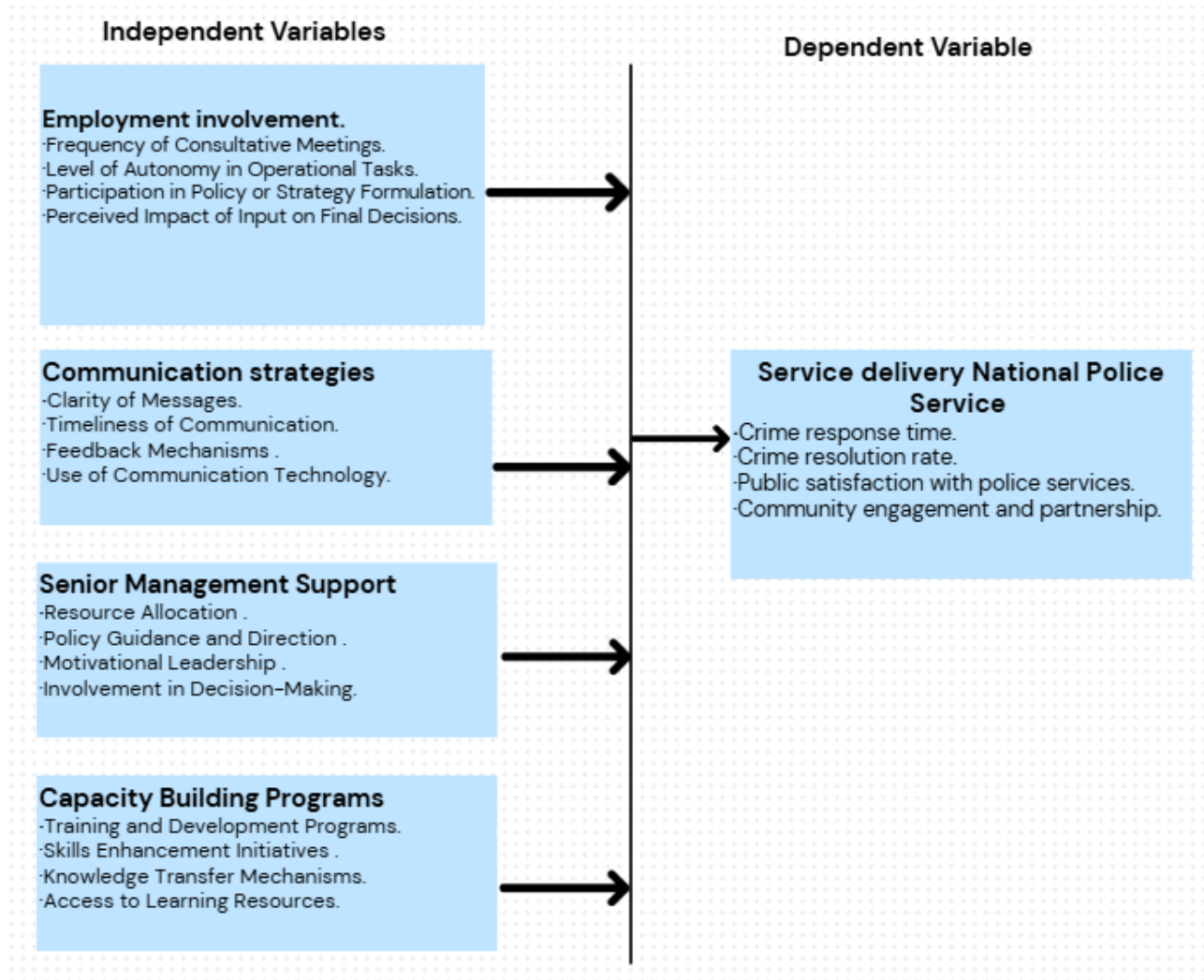


Figure 1. Conceptual Framework

Source: Researcher (2025)

RESEARCH METHODOLOGY

The research methodology used to investigate the influence of employee participation in decision-making, strategic communication, leadership support, and capacity building on service delivery within the National Police Service (NPS) in Nairobi County, Kenya, is detailed here. A descriptive research design was adopted to capture patterns, attitudes, and behaviors of police personnel regarding change management practices and service outcomes. The target population comprised 150 police officers across Nairobi County, including senior, middle-ranking, and junior officers, with a census approach employed due to the manageable population size.

Primary data were collected through semi-structured questionnaires, which were validated through a pilot test involving 15 participants to ensure content validity and reliability, with a Cronbach's Alpha score above 0.7 confirming internal consistency. Quantitative data were analyzed using descriptive statistics such as frequencies, percentages, and means, while inferential statistics were used to examine relationships between independent variables (employee participation, strategic communication, leadership support, capacity building) and the dependent variable (service delivery). Qualitative data from open-ended questions were analyzed through content analysis to provide deeper insights into facilitators and barriers to effective service delivery.

Diagnostic procedures, including checks for data completeness, consistency, and reliability, were conducted to ensure robustness. Ethical considerations were strictly observed, including obtaining informed consent, ensuring confidentiality, and securing approval from relevant authorities. This methodology enabled systematic collection, analysis, and interpretation of data to assess how change management practices influence service delivery within the NPS in Nairobi County.

RESULTS AND DISCUSSIONS

Employee Involvement

Table 1 presents the descriptive statistics on employee involvement in decision-making and participation in change management initiatives.

Table 1: Descriptive Statistics on Employee Involvement

Statement	Mean	Std. Dev
Officers are actively involved in change decision-making processes	4.017	0.725
Employees' opinions are considered when making decisions	3.921	0.883
Participation in decision-making improves accountability	3.967	0.610
Employees are recognized for achieving targets	3.950	0.675
Opportunities for growth and development are provided	3.867	0.623
Continuous engagement occurs between management and officers	3.867	0.833
Staff involvement influences acceptance of change initiatives	3.883	0.904
Average	3.924	0.750

Descriptive statistics (on Table 1 above) indicate that employee involvement in the NPS is generally perceived positively, with an overall mean of 3.924 (SD = 0.750). Officers rated active participation in change decision-making highest (mean = 4.017), followed by improved accountability through involvement (mean = 3.967), suggesting that engagement in organizational decisions enhances responsibility, transparency, and operational performance. Recognition for achievements (mean = 3.950) and consideration of employees' opinions (mean = 3.921) were also valued, though opportunities for growth, continuous engagement, and influence on change acceptance (means = 3.867–3.883) indicated room for improvement. Overall, the findings show that officers appreciate being consulted and acknowledged, while strengthening engagement structures could further enhance inclusivity and participation across all levels of the Service.

Communication Strategies

Table 2. presents descriptive statistics on organizational communication and its influence on service delivery.

Table 2: Descriptive Statistics on Communication Strategies

Statement	Mean	Std. Dev
Multiple channels exist for information dissemination	4.120	0.430
Changes are communicated one-on-one	3.430	0.910
Circulars are issued during operational changes	3.880	0.670
Information is readily available to all employees	3.335	1.100
Information is delivered in a timely manner	3.780	0.735
Feedback is provided promptly	3.805	0.710
Communication hierarchy is established	3.940	0.720
Management ensures clarity in communication	3.890	0.755
Average	3.777	0.752

Descriptive statistics (Table 2 above) indicate that organizational communication within the NPS in Nairobi County is generally effective, with an overall mean of 3.777. Officers rated multiple communication channels (mean = 4.120), structured hierarchy (mean = 3.940), and clarity in messaging (mean = 3.890) highly, suggesting that diverse, formalized, and clear communication supports coordination and service delivery. Moderate scores for timeliness (mean = 3.780) and feedback (mean = 3.805) indicate occasional delays, while lower ratings for one-on-one communication (mean = 3.430) and information accessibility (mean = 3.335) highlight gaps in personalized interaction and equitable information flow. Overall, communication practices are functional but could be improved to enhance inclusivity, responsiveness, and officer engagement.

Senior Management Support

Table 3 presents descriptive statistics on senior management support in driving change initiatives.

Table 3: Descriptive Statistics on Senior Management Support

Statement	Mean	Std. Dev
Leaders champion change initiatives	4.020	0.520
Leaders support officers in adapting to change	3.600	0.910
Leaders spearhead implementation of change processes	3.875	0.730
Leaders encourage collaboration towards change goals	3.915	0.750
Staff collaboration considers individual strengths/weaknesses	3.555	1.030
Leaders promote shared mission and ownership	3.620	0.995
Leaders prioritize supporting officers during change	3.370	1.035
Average	3.705	0.852

Descriptive statistics (Table 3 above) indicate that senior management support and communication strategies within the NPS in Nairobi County are generally perceived positively. Senior management scored an overall mean of 3.705, with high ratings for championing change initiatives and promoting collaboration, though personalized support for officers showed room for improvement. Communication strategies had a mean of 3.777, with strong scores for multiple channels, clarity, and structured hierarchy, but lower scores for one-on-one communication and information accessibility. Overall, leadership and communication practices enhance coordination and service delivery, while targeted improvements could strengthen personalized support and equitable information flow.

Capacity Building

Table 4 presents descriptive statistics on capacity building initiatives and their impact on service delivery.

Table 4: Descriptive Statistics on Capacity Building

Statement	Mean	Std. Dev
Training programs enhance skills for change	3.895	0.705
Officers are equipped with necessary knowledge for service delivery	3.855	0.770
Continuous professional development is provided	3.840	0.745
Capacity-building initiatives improve performance	3.870	0.710
Staff are supported to apply skills in practice	3.825	0.795
Opportunities for refresher training are available	3.810	0.720
Average	3.849	0.741

Descriptive statistics (Table 4 above) on capacity-building initiatives within the National Police Service (NPS) in Nairobi County indicate that officers generally perceive training and professional development efforts as effective in enhancing service delivery. The overall mean of 3.849 (SD = 0.741) reflects broad agreement that capacity-building initiatives contribute to improved performance, with relatively consistent views across respondents. The highest-rated item, “training programs enhance skills for change” (mean = 3.895, SD = 0.705), suggests that formal training is highly valued for equipping officers to manage organizational changes effectively. Similarly, “capacity-building initiatives improve performance” (mean = 3.870, SD = 0.710) and “officers are equipped with necessary knowledge for service delivery” (mean = 3.855, SD = 0.770) indicate that training and knowledge transfer through workshops, mentorship, and structured programs positively influence operational competence. Moderate mean scores were observed for continuous professional development (mean = 3.840, SD = 0.745), support for applying skills in practice (mean = 3.825, SD = 0.795), and availability of refresher training (mean = 3.810, SD = 0.720), highlighting opportunities to enhance the consistency, accessibility, and practical application of capacity-building initiatives. Overall, the findings demonstrate that training and professional development within the NPS are positively perceived, improving officers’ skills, adaptability, and performance,

while suggesting that sustained follow-up and continuous learning could further strengthen service delivery outcomes.

Service Delivery in the NPS

Descriptive statistics on service delivery indicators such as operational efficiency, response time, and public satisfaction are presented in Table 5.

Table 5: Descriptive Statistics on Service Delivery

Indicator	Mean	Std. Dev
Operational efficiency	3.876	0.841
Response time to incidents	3.712	0.941
Public satisfaction	3.652	1.035
Average	3.747	0.939

Descriptive statistics (Table 5 above) on service delivery indicators—operational efficiency, response time, and public satisfaction—within the National Police Service (NPS) are presented in Table 5. The overall mean score of 3.747 and a standard deviation of 0.939 indicate that respondents generally agreed that service delivery was satisfactory, with a fair level of consistency in perceptions. Operational efficiency recorded the highest mean of 3.876 (SD = 0.841), suggesting that most respondents observed improvements in internal operations, coordination, and execution of tasks, reflecting stronger organizational management and alignment of processes. Response time to incidents had a mean of 3.712 (SD = 0.941), indicating moderate agreement on improvements, though occasional delays persisted, likely due to resource constraints or logistical challenges. Public satisfaction scored the lowest mean of 3.652 (SD = 1.035), highlighting mixed perceptions among officers regarding community satisfaction, with higher variability reflecting differences in public experiences and service outcomes across regions. Overall, these findings suggest that while the NPS has made progress in operational efficiency and responsiveness, there

is still room for improvement in meeting public expectations and ensuring consistent service quality.

Diagnostic Tests

This section presents diagnostic assessments aimed at evaluating the assumptions underlying regression analysis. Specifically, the study assessed normality, multicollinearity, and homoscedasticity to ensure the reliability and validity of subsequent regression results.

Normality Test

Normality of the data was examined using both the Kolmogorov-Smirnov (K-S) test and the Shapiro-Wilk (S-W) test. These tests determine whether the distribution of the dependent and independent variables deviates significantly from a normal distribution. Table 6 summarizes the findings.

Table 6: Normality Test Results

Variable	Kolmogorov-Smirnov Statistic	df	Sig.	Shapiro-Wilk Statistic	df	Sig.
Staff Engagement	0.155	107	0.071	0.841	107	0.096
Resource Allocation	0.174	107	0.105	0.811	107	0.103
Organizational Communication	0.189	107	0.059	0.798	107	0.817
Leadership	0.114	107	0.078	0.694	107	0.993
Performance of NPS	0.146	107	0.065	0.423	107	0.071

The results indicated that all p-values for both the K-S and S-W tests were greater than 0.05, implying that the null hypothesis of normal distribution could not be rejected. This suggests that both dependent and independent variables were approximately normally distributed, allowing for valid application of regression techniques. Park (2015) asserts that a Shapiro-Wilk p-value above 0.05 confirms normality, which supports the suitability of the dataset for inferential analysis.

Multicollinearity

Multicollinearity was assessed to determine whether the independent variables in the study were highly correlated, which could potentially distort regression coefficients and reduce the reliability of the model. High multicollinearity can lead to inflated standard errors and make it difficult to assess the individual effect of each predictor on the dependent variable. To evaluate multicollinearity, the study calculated the Variance Inflation Factor (VIF) and tolerance values for each independent variable. According to Creswell and Creswell (2017), VIF values below 10 and tolerance values above 0.1 indicate the absence of significant multicollinearity.

Table 7: Multicollinearity Test Results

Variable	Tolerance	VIF
Staff Engagement	0.214	3.332
Resource Allocation	0.362	2.871
Organizational Communication	0.232	2.673
Leadership	0.366	3.745

The results, as presented in Table 7, showed that all independent variables had VIF values well below 10 and tolerance values above 0.1. Specifically, staff engagement had a VIF of 3.332 and tolerance of 0.214, resource allocation had a VIF of 2.871 and tolerance of 0.362, organizational communication had a VIF of 2.673 and tolerance of 0.232, and leadership had a VIF of 3.745 and tolerance of 0.366. These findings indicated that the independent variables were not highly correlated and that multicollinearity was not a concern in the regression model. This confirmed that the predictors were sufficiently independent, allowing for accurate estimation of their individual effects on service delivery within the National Police Service in Nairobi County.

Homoscedasticity Test

Homoscedasticity refers to the assumption that the variance of errors in a regression model is constant across all levels of the independent variables. The Breusch-Pagan / Cook-Weisberg test was applied to assess this assumption. The results are presented in Table 4.8.

Table 4.12: Breusch-Pagan Test for Homoscedasticity

Test	Chi ²	Prob > Chi ²
Breusch-Pagan / Cook-Weisberg	0.7225	0.6861

The p-value of 0.6861 exceeded the 0.05 significance level, indicating that the null hypothesis of constant variance could not be rejected. This confirmed homoscedasticity in the regression model, suggesting that the error term variance was consistent and that the classical linear regression assumptions were not violated. The diagnostic tests confirmed that the dataset met all classical assumptions required for regression analysis. The normality tests indicated approximately normal distributions, the multicollinearity assessment showed that independent variables were not highly correlated, and the homoscedasticity test confirmed consistent error variance. These results provided a robust foundation for the regression analysis presented in the subsequent section.

Inferential Statistics

This study examined the influence of change management practices employee involvement, communication strategies, senior management support, and capacity building on service delivery within the National Police Service (NPS) in Nairobi County, Nairobi County. Pearson's correlation was used to assess the strength and direction of the relationships between variables, while multiple regression analysis determined the extent to which the independent variables predicted service delivery.

Correlation Results

Correlation analysis assesses how closely and in what direction variables are related. Table 4.9 presents the findings.

Table 8: Correlation Analysis

Variable	Employee Involvement	Communication Strategies	Senior Management Support	Capacity Building	Service Delivery
Employee Involvement	1	.421**	.382**	.356**	.398**
Sig. (2-tailed)	—	0.000	0.001	0.002	0.000
Communication Strategies	.421**	1	.467**	.334**	.351**
Sig. (2-tailed)	0.000	—	0.000	0.001	0.001
Senior Management Support	.382**	.467**	1	.412**	.425**
Sig. (2-tailed)	0.001	0.000	—	0.000	0.000
Capacity Building	.356**	.334**	.412**	1	.338**
Sig. (2-tailed)	0.002	0.001	0.000	—	0.000
Service Delivery	.398**	.351**	.425**	.338**	1
Sig. (2-tailed)	0.000	0.001	0.000	0.000	—

Correlation analysis examined the relationships between employee involvement, communication strategies, senior management support, capacity building, and service delivery within the NPS in Nairobi County. All independent variables were positively and significantly correlated with service delivery. Employee involvement ($r = 0.398$, $p < 0.05$) suggested that active participation in decision-making enhanced ownership, motivation, and commitment. Communication strategies ($r = 0.351$, $p < 0.05$) indicated that clear and timely communication improved collaboration and operational efficiency. Senior management support had the strongest correlation ($r = 0.425$, $p < 0.05$), highlighting the critical role of leadership guidance, resources, and encouragement. Capacity building ($r = 0.338$, $p < 0.05$) demonstrated that training and professional development enhanced skills and effectiveness. Overall, these findings show that effective change management practices collectively improve service delivery, operational efficiency, and organizational performance in the NPS.

Model Summary

Table 9: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	0.835	0.703	0.664	0.5182

The Model Summary presented in Table 4.14 illustrated the overall fit of the regression model used to examine the influence of change management practices on service delivery within the NPS in Nairobi County. The correlation coefficient (R) of 0.835 indicated that there was a strong positive relationship between the combined independent variables—employee involvement, communication strategies, senior management support, and capacity building—and the dependent variable, service delivery. This suggested that higher levels of effective change management practices were associated with better service delivery outcomes.

The coefficient of determination (R²) was 0.703, implying that approximately 70.3% of the variation in service delivery could be explained by the independent variables in the model. This indicated that the four dimensions of change management jointly contributed substantially to improvements in service delivery within the NPS. The adjusted R² of 0.664 further confirmed that the model remained a good predictor even after accounting for the number of predictors included. The standard error of the estimate (0.5182) suggested that the model had a reasonable level of accuracy in predicting service delivery based on the specified change management practices. Overall, the results demonstrated that the model was both statistically and practically significant in explaining how change management practices influenced service delivery performance.

Analysis of Variance (ANOVA)

Table 10: ANOVA (Model Significance)

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	47.328	4	11.832	15.425	0.019
Residual	84.732	103	0.823	—	—
Total	132.060	107	—	—	—

The ANOVA results assessed the overall significance of the regression model linking employee involvement, communication strategies, senior management support, and capacity building to service delivery within the National Police Service (NPS) in Nairobi County. The regression sum of squares (47.328) represented the variation in service delivery explained by the independent variables, while the residual sum of squares (84.732) reflected unexplained variation, with the total sum of squares being 132.060. The F-value of 15.425 and the associated p-value of 0.019, which is below the 0.05 significance threshold, indicated that the regression model was statistically significant. This confirmed that collectively, the independent variables significantly influenced service delivery, meaning the model reliably predicted variations in service outcomes based on changes in employee participation, communication strategies, leadership support, and capacity building. The results validated the relevance of these change management practices as predictors of service delivery and suggested that enhancing participation, communication, leadership engagement, and professional development is likely to improve the quality and efficiency of services provided by the NPS. Overall, the ANOVA findings affirmed the suitability of the regression model, providing a robust basis for interpreting the regression coefficients and understanding the relative contribution of each independent variable to service delivery improvements.

Regression Coefficients

Table 4.11: Regression Coefficients

Predictor	B	Std. Error	Beta	t	Sig.
Constant	0.296	0.612	—	0.483	0.023
Employee Involvement	0.364	0.129	0.305	2.821	0.000
Communication Strategies	0.312	0.145	0.268	2.148	0.000
Senior Management Support	0.419	0.138	0.354	3.035	0.000
Capacity Building	0.287	0.123	0.241	2.332	0.000

The regression analysis showed that employee involvement, communication strategies, senior management support, and capacity building all positively and significantly influenced service delivery in the NPS in Nairobi County. Employee involvement ($\beta = 0.305$, $p < 0.05$) enhanced motivation, ownership, and commitment. Communication strategies ($\beta = 0.268$, $p < 0.05$) improved coordination and aligned staff actions with organizational goals. Senior management support ($\beta = 0.354$, $p < 0.05$) was the most influential factor, emphasizing leadership's role in providing guidance, resources, and accountability. Capacity building ($\beta = 0.241$, $p < 0.05$) strengthened technical skills, adaptability, and problem-solving. Overall, these findings indicate that effective service delivery depends on an integrated approach combining participatory decision-making, clear communication, supportive leadership, and continuous professional development.

CONCLUSIONS

The research concluded that change management strategies significantly enhance service delivery in the NPS. Employee involvement cultivated ownership and commitment, improving operational efficiency. Effective communication ensured clear, timely, and coordinated actions, while limited bottom-up feedback highlighted a need for participative channels. Senior management support was critical in motivating officers and sustaining performance, providing guidance, resources, and

accountability structures. Capacity building strengthened technical competence, adaptability, and problem-solving, emerging as the most influential factor in service quality. Collectively, these strategies establish a robust foundation for sustained improvements in policing effectiveness, operational efficiency, and public trust.

RECOMMENDATIONS

The study recommends that the NPS institutionalize participatory decision-making frameworks to engage officers in policy and operational processes, supported by structured consultative forums and recognition programs. Communication channels should be strengthened, incorporating digital systems, regular briefings, and training to enhance clarity, timeliness, and feedback mechanisms. Senior management should adopt inclusive, motivational leadership, providing mentorship, adequate resources, and accountability structures to reinforce professionalism and operational effectiveness. Capacity-building programs should be expanded through refresher courses, workshops, and evaluations to align with emerging policing needs, fostering continuous professional development and adaptability. Integrating these strategies is essential for enhancing service delivery, accountability, and public confidence in the NPS.

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