

Original Article

Strategic Drivers: Issues to Resolve for Effective Service Delivery at the National Police Docket, Nairobi City County, Kenya

Everlyne Akinyi¹, Janet Muthimi²

^{1,2}Department of Business Administration, School of Business, Economics & Tourism,
Kenyatta University, Nairobi, Kenya.

¹Corresponding Author : akinyievaeva@gmail.com

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Abstract - In light of the ongoing reforms to improve service delivery in the National Police Service, it is noteworthy that citizens persist in reporting issues such as delays in responses, a lack of professionalism, and restricted access to timely and quality policing services. This study examines how technological initiative impacts service delivery within the national police service in Nairobi City County, Kenya. This study is grounded in the following frameworks: SERVQUAL and the Technology Acceptance Model (TAM). A descriptive research design is implemented covering five police stations: Central Police, Kariokor, Ngara, Pangani, and Kamukunji. The target population consists of 5,132 police officers, with a sample of 370 participants selected using purposive, stratified, and systematic sampling. A semi-structured questionnaire is considered important in data gathering. In this study, a pilot study facilitates evaluation of the instrument in addition to validity and reliability. Descriptive, inferential statistics, Pearson correlation, and multiple regression analysis are employed to examine the impact of the independent variable on the dependent variable. The findings are displayed using frequency tables, charts, and graphs. The study finds that technological initiatives have a positive and significant effect on service delivery, with the conclusion that technological initiatives help in improving efficiency and effectiveness, as well as faster information access that aids in the enhancement of service delivery. The study recommends enhanced training of employees, increased automation, and more effort towards continuous improvement. Future research may consider targeting the citizens for more feedback that will advance service delivery by the NPS.

Keywords - National Police Service, Service Delivery, Strategic Drivers, Technological Initiatives.

1. Background of the Study

The primary responsibility of any government, irrespective of its political system, is the provision of public services and goods. According to Jamil (2023), these services must be delivered efficiently, predictably, reliably, and in a customer-friendly manner to ensure customer satisfaction (Chipeta, 2018). The National Police Service (NPS) is mandated by the government to provide service to the citizens by controlling and preventing threats to property and life for the citizens who are in danger, protecting the citizens' constitutional rights of assembly and freedom of speech, aiding the vulnerable who may not take care of themselves, resolving conflicts, and facilitating the movement of people and vehicles. However, there is a subpar service delivery by the NPS, evidenced by the rising insecurity, robberies, kidnappings, and armed gangs. Ethics and Anticorruption Commission and World Internal Security and Police Index have noted reduced standards in service delivery between 2016 and 2023 (Bertha, 2018). Similarly, in 2019, there was a rise in life and property losses by 39%, with a high crime rate reaching 69.47% in Kenya in 2020. Additionally, a total of 4965 livestock were

reported killed or stolen in 2019 (Afandi & Namusonge, 2024). With a high crime rate, 94% of the citizens have lost trust in the National Police Service, hence are not willing to report any case for fear of victimization (Ogola, Kung'u & Nassiuma, 2021). The provision of quality services needs to align with the organization's strategic plans (Ryu & Lee, 2024). Technological initiative is one of the strategic drivers that is essential in enhancing service delivery through speed in response to citizens' needs, accuracy, and improving citizen trust (Patel & Kim, 2022).

However, service delivery in the police force has continued to deteriorate in different countries, as evidenced in Vietnam, Thailand, and Cambodia, prompting governments of these countries to introduce various strategic drivers to create change by re-engineering organizational culture, developing new tactics in recruitment and training, effective supervision programs, increasing police force remuneration, and rebranding their image (Ngich & Cho, 2020). An analysis of Myanmar's national police force demonstrates improvement in service delivery through the building of staff capacity and resources to enhance efficiency in the provision of national security.



However, despite the reforms, the Myanmar police service lacks adequate equipment and facilities, with low remuneration, existing corruption, and under-resourced departments that make police officers seek investigative expenses from complainants, thereby reducing efficiency in service delivery (Min & Myo, 2021).

In the African continent, an observation of service delivery within the South African police force reveals a deep history of poor service delivery, starting from the pre-1994 period, when the police force experienced distrust from the citizens as a result of poor service delivery to the non-white population, leading to the decision by the citizens to protect themselves in areas with high crime rates. Post-1994, the country continued to pay no regard to human rights, which hindered the effective operation and delivery of services to the citizens. Even though there has been improvement in the current police force due to legislation and development of structures, the police force is experiencing demanding work, burnout, intimidation, long working hours, staff shortage, and inadequate resources, which hampers service delivery (Mars, 2021).

The Numbeo survey (2020) reveals an increasing crime rate in Kenya over the past three years, escalating from 57.49% in 2017 to 69.7% in 2020. Despite police reforms, the outcome has been limited due to the deteriorating security situation in the prefecture, characterized by rising crime rates nationwide, which has led to a decline in public confidence (Sawe & Cheluget, 2020). Over the last twenty years, the Kenyan public sector has failed to deliver effective services to citizens, primarily owing to inadequate governance, financial misappropriation, subpar human resource management, deficiencies in information technology, and bureaucratic impediments. An observation by Muthondeki (2017) indicates reduced trust among Kenyans towards the national police, increased complaints against police officers' conduct, violation of human rights, and increased extrajudicial killings, which hampers service delivery.

Susan *et al.* (2019) observe how crime evolves rapidly, necessitating ongoing retraining of officers to remain adequately prepared to perform their duties effectively. Enhancement of service delivery necessitates the implementation of a multifaceted approach in policing, alongside fostering cooperation between law enforcement and citizens to effectively monitor crime rates and maintain surveillance oversight. Ochieng and Juma (2020) propose the utilization of technological initiatives for change and enhancement of service delivery (Nyaanga *et al.*, 2025).

1.1. Service Delivery

Service delivery encompasses mechanisms, processes, and outputs through which services are provided to the public or to specific clients (Victor & Headmound, 2019). Service delivery is the conversion of policies and programs into goods and services to exceed or meet expectations of the public through the provision of quality services (Abuor & Muthimi, 2024). Service delivery is the building of

community trust through police reforms to facilitate transparency, reliability, and accessibility of police services, adoption of strategies that include community policing and digital governance for purposes of improving accessibility, convenience, and reduced cost of services for enhanced public satisfaction (Afandi & Namusonge, 2024).

The conceptualization of service delivery is suggested by Afandi and Namusonge (2024) as emergency call response time, clearance of crime rate, complaints from the public, feedback to the citizens, as well as police officer to citizen. Service delivery concepts include: response time, clearance rate, and crime rate (Musya & Njoroge, 2023). This study measured service delivery through crime prevention, responsiveness, empathy, and reliability. The metrics were preferred due to their application by Afandi and Namusonge (2024) on the analysis of service delivery of the national police service.

Crime prevention is the social process that consists of different government bodies working together to eliminate and prevent potential crimes by identifying, neutralizing, and removing sources that may contribute to anti-social acts. Crime prevention aims to create awareness among the public to enhance obedience to the legal order and criminal law. Crime prevention entails reducing the causes of crime and the conditions that may facilitate the occurrence of crime, providing information on individuals who may face a high risk of crime, and reducing circumstances in geographic places with a high likelihood of crime.

Responsiveness comprises feedback provided to the public, efficient and effective communication, and response theme by the national police service. This metric evaluates the extent of service delivery in solving citizen needs (Abuor & Muthimi, 2024). Responsiveness is the willingness of the national police service to swiftly serve the customers, being prompt in handling requests from the public, solving complaints, and being attentive to the public's needs (Modise *et al.*, 2020).

Empathy in service delivery is the placing of oneself in another person's situation, looking at other people's perspectives, personal experiences, and their challenges. It also includes recognizing their problem, understanding their need, and being ready to help them overcome their challenges. Empathy in the national police service may help build a more cooperative environment with the community by creating a rapport that helps in enhancing service delivery (Musya & Njoroge, 2023).

The service delivery aspect of reliability is the extent of remaining faithful in providing service to the public and demonstrating the ability to provide services consistently. Reliability examines the building of trust with the public through signals in communication, as well as developing a positive impression. Reliability is the ability of individuals to perform tasks in a dependable way with utmost accuracy. Reliability may be communicated through police officers' conduct, which improves the community's cooperation for enhanced service delivery.

1.2. Strategic Initiatives

Strategic direction, decisions, and actions are influenced by the organization's strategic drivers, which are external or internal forces with significant impact on the organization's ability to achieve its objectives (Wairiuko et al., 2018). Strategic imperatives encompass critical forces that bring change to an organization, improving quality and enhancing responsiveness (Ghonim et al., 2023). Thomson et al. (2020) define strategic drivers as forces with superior impact on the organization's strategic landscape (Rossouw & Goldman, 2023).

The concept of strategic drivers is highlighted by Rossouw (2022) as internal and external factors, regulatory bodies, legislation, digitalization, globalization, and geopolitics. Kilonzi (2025) conceptualizes strategic drivers as strategic communication, organizational resources, leadership practices, and managerial roles, while Nyungu and Wainaina (2024) consider strategic quality planning, human resource capacity, customer focus initiatives, and technological orientation as elements of strategic drivers for improving service delivery. Thiriku (2023) proposes strategic leadership, technological initiatives, and employee components as critical in enhancing customer service delivery, while Muketi (2020) considers orientation in marketing, customer-focused strategies, and technology as significant strategic drivers. The current research proposed technology initiatives, strategic leadership, employee competence, and government regulations (Nyungu & Wainaina, 2024; Thiriku, 2023; Muketi, 2020) due to previous applications in improving service delivery in government parastatals.

Technological initiatives represent proactive efforts by organizations to leverage advancements in technology for various purposes, ranging from enhancing operational efficiency to driving innovation and staying competitive in dynamic markets (Okoye et al, 2018). These initiatives typically involve the strategic adoption, implementation, and integration of new technologies to address specific organizational needs and objectives. The technology initiative was measured using operational efficiency, process automation, integration of systems, resource allocation, and opportunity identification.

1.3. Statement of the Problem

Service delivery is demonstrated in service excellence, responsiveness to customer needs, respect for customers, and timely resolution of problems. However, service delivery has shown signs of decline in the National Police Service as revealed in the increasing crime rate from 57.49% in 2017 to 69.7% in 2020 (Numbeo Survey, 2020).

Numerous studies have examined strategic drivers and service delivery: Ngwenya *et al.* (2022) focused on strategic communication effectiveness in Zimbabwean local authorities, while Munuhwa *et al.* (2020) conducted a study on green fleet management in Mashonaland West Province of Zimbabwe. Palladan *et al.* (2020), however, examined the influence of strategic leadership within tertiary institutions

in Nigeria. In contrast, Modise *et al.* (2020) explored service delivery in South Africa, while Korir and Moronge (2018) examined drivers of corporate strategic plan implementation in Kenyan government parastatals. Ogola *et al.* (2021) investigated the relationship between public trust and service delivery, and Afandi and Namusonge (2023) analysed governance strategies and their impact on service delivery within the National Police Service in Kenya. Musya and Njoroge (2023) studied the effects of compensation types on service delivery in the same context. These studies focused on strategic communication tools, strategic leadership, corporate strategies, public trust, governance strategies, and compensation types as the independent variables within the contexts of: fleet management, local authorities, urban councils, tertiary institutions, government parastatals, and the national police service. Other studies were done in different geographical locations: Nigeria, Zimbabwe, and South Africa, while the studies done in Kenya took a broad approach of investigating the national police service in Kenya. To fill the highlighted gaps, the current study sought to investigate the effect of strategic drivers on service delivery in the national police service of Nairobi City County, Kenya.

1.4. Objective of the Study

The objective of the study was to investigate the effect of technological initiative on service delivery in the national police service in Nairobi City County, Kenya.

1.4.1. Research Question

What is the effect of technological initiative on service delivery in the national police service in Nairobi City County, Kenya?

2. Literature Review

2.1. Theoretical Literature Review

2.1.1. SERVQUAL Model

Parasuraman, Zeithaml, and Berry (1985) introduced the SERVQUAL framework to demonstrate customer expectation and satisfaction derived after the service is consumed, thereby revealing the service gap. The elements of the SERVQUAL model consist of: competence, reliability, access, courtesy, tangibility, credibility, security, responsiveness, communication, and understanding customers (Maina et al., 2021).

The SERVQUAL model's ten elements were later collapsed into five by Suuroja (2003): reliability, assurance, responsiveness, tangibility, and empathy. Reliability is the dependability of the organization in providing services as promised. The tangibility aspect entails equipment, physical environment, and how employees present themselves when discharging their duties. Responsiveness is the extent to which services are prompt and have an interest in assisting customers. The empathy dimension consists of customizing services according to individual needs of the citizens, while assurance is the capability and competence of employees that inspires trust in the service rendered. The theory was used to analyze service delivery, which was the dependent variable.

2.1.2. *Technology Acceptance Model (TAM)*

The model is a prominent paradigm established by Davis in 1986, with subsequent enhancements by Venkatesh and Davis in 2000. The theory aims to elucidate and forecast consumers' acceptance and adoption of novel Information Technology (IT) systems. The assumptions of the Technology Acceptance Model (TAM) posit that individuals are rational agents who base their judgments on their impressions of a technology's utility and usability. The model asserts that external factors, including training, support, and organizational environment, can affect users' views of utility and usability, thereby influencing their acceptance of the technology (Chipeta, 2018). The study used the technology acceptance model to analyze technological initiatives such as process automation, system integration, resource allocation, and opportunity identification as used by national police to enhance service delivery.

2.3. *Empirical Literature Review*

2.3.1. *Technological Initiatives and Service Delivery*

Sawe and Cheluget (2020) examined the operational effectiveness of technology and service delivery in Kenyan parastatals using a descriptive research design with a population of 450 staff members. The research revealed that operational efficiency and technology budgeting significantly influence service performance. This study did not demonstrate the direct influence of technology on public services.

Gati and Namusonge (2019) analyzed determinants of service delivery in Kenyan public institutions. Kenyatta University students comprised a target population of 72,000. The study established that SMS notifications improved service delivery, with the conclusion that innovation varies across public institutions according to the provision of products. Nevertheless, Strategic innovations in universities typically focus on academic programs, ICT adoption, and administrative reforms. In contrast, the NPS necessitates innovations in crime prevention, investigation, intelligence

systems, and community policing, which are not addressed within the university framework. This study examined the nature of innovations pertinent to the National Police Service.

An investigation by Okoye *et al.* (2018) was based on factors influencing service delivery within the Nigerian banking sector. The research employed a questionnaire to gather feedback from respondents. The research indicates that all dimensions of service quality are essential to customer satisfaction. The study primarily concentrated on conventional technology services, excluding recent innovations like fintech applications, AI chatbots, and blockchain-based services that are transforming customer expectations. The study exhibited geographic and cultural limitations, as it was conducted in Nigeria.

Chipeta (2018) reviewed e-government initiatives in Zambia using a mixed-methods approach that involved 25 government ministries and 6 local authorities primarily situated along the Rai corridor. The study identified a scarcity of opportunities for Zambian public sector e-services. The study found that e-government facilitates open government data and enhances the accessibility of government information for public use. This study did not demonstrate the impact of technological initiatives.

Wairiuko *et al.* (2018) examined ICT infrastructure and service delivery in Kajiado County using a descriptive survey methodology that targeted 2,660 employees from the ten devolved ministries. The research indicated how ICT infrastructure significantly and positively impacted E-government adoption in service delivery. The study excluded the national police service from its scope.

2.4. *Conceptual Framework*

In this study, technological initiatives were the explanatory variable while the response variable was service delivery in the national police service.

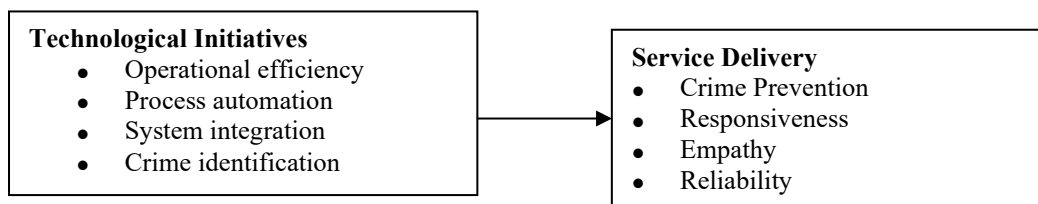


Fig. 1 Conceptual Framework

3. *Research Methodology*

The researcher employed an explanatory research strategy as it integrated quantitative data to characterize the population. This study focused on 5,132 police officers recruited during the 2021-2022 financial year (National Police Service Commission, 2023). Purposive sampling was employed to select five police stations: Central, Kariokor, Ngara, Kamukunji, and Pangani. Systematic random sampling facilitated the selection of respondents from their respective strata (Makwana *et al.*, 2023). A semi-structured questionnaire was used to collect primary data. The

researcher sought permission to collect public data from the National Commission of Science, Technology, and Innovation (NACOSTI).

Qualitative research comprises four stages: planning of the research, developing research questions, sampling, and ethical consideration. The second phase entails qualitative data gathering using semi-structured surveys, focus group discussions, observation, and interviews. The third consists of data coding and thematic analysis, while the last focuses on interpretation and presentation of the findings to the

research community (Brailas, 2023). The study used open-ended survey questions to enrich the data by understanding respondents' opinions, feelings, and lived experiences (Eatough & Tomkins, 2022). Qualitative data provided deeper insights into the research outcomes (Subedi, 2016). Coding was done prior to analysis, where data were grouped according to emerging themes.

This investigation validated the research instrument through pilot testing and the assistance of university supervisors, while Cronbach's coefficient alpha was used to find internal consistency of the variables, which was 0.855. Descriptive statistics and multiple regression analysis were used in data analysis. Participants received assurance from the researcher that any information provided during this study would remain anonymous.

4. Results and Discussion

4.1. Response Rate

The study distributed semi-structured questionnaires to 370 officers from Nairobi City County, where feedback was gathered. However, only 303 responded to the study, returning completely filled questionnaires, thereby translating to 82% as illustrated in Table 1.

Table 1. Response Rate

Questionnaires	Number	Percentage
Returned	303	82
Unreturned	67	18
Total	370	100

From Table 1, 18% of respondents did not return the questionnaire, while 82% dully filled and returned the survey form. This shows that a high number of respondents agreed to give their opinion, which contributed to improving the validity of the findings. Booker, Austin, and Balasubramanian (2021) note that the response rate should be 80% and above to demonstrate excellence, quality research, reliability, and generalizability. The study recorded 82% response rate, which implied that the findings were reliable and could be used to make generalizations into other similar populations.

4.1.1. Gender of Respondents

Gender is an important variable demonstrating an organization's reputation and influencing productivity (Solakoglu & Demir, 2016). The researcher analysed the gender of respondents to establish any variation as indicated in Figure 2.

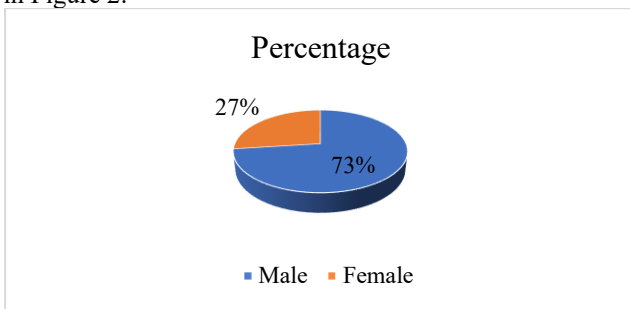


Fig. 2 Gender of Respondents

Source: Research (2025)

The outcome in Figure 2 demonstrates that males were the majority at 73%, while females consisted of 27%. This demonstrates gender imbalance within the national police service in Nairobi City County. However, both genders were represented in the study and hence provided balanced feedback on strategic drivers improving service delivery at the National Police Service. Razaq *et al.* (2022) observe the crucial role of gender differences in relationship building. The combination of male and female in the National Police Service is crucial in building relationship with the community, which helps in creating a favourable environment for data collection and understanding citizen needs for improved service delivery.

Similarly, Perryman, Fernando, and Tripathy (2016) recognize the contribution of gender in organizational performance, while Triana, Richard, and Su (2019) add that gender diversity aids in bringing change, which leads to the success of an organization. Despite the low number of females in the NPS, the presence of both genders is important in identifying strategic drivers of importance, which may be used to bring change to service delivery at the NPS.

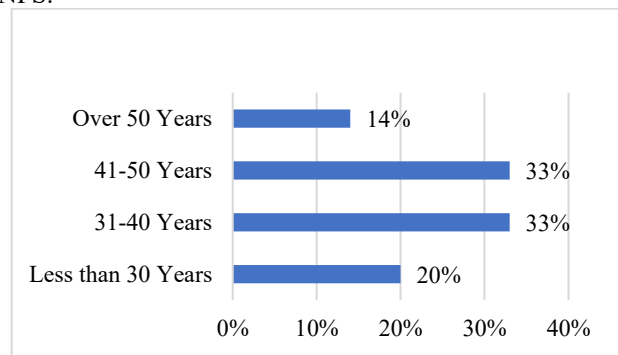


Fig. 3 Age of Respondents

Source: Research (2025)

From the analysis in Figure 3, respondents with less than 30 years were 20%, those who had 31-40 years and 41-50 years were 33% each, while those above 50 years old consisted of 14%. This demonstrates the diversity of police officers at the Kenya National Police Service, which aids in improving creativity needed for strategic drivers for enhanced service delivery. Karimi and Busolo (2019) reported how the age variable had the ability to boost creativity, while Bal and Boehm (2019) perceived age as important in customer satisfaction. The diversity among NPS employees reveals creativity from both older and younger generations, which is important for strategic drivers of service delivery. Li *et al.* (2021) indicate the crucial role of age in an organization's success, while Mothe and Nguyen-Thi (2021) add that organizations with different age sets report good performance. This implies that NPS will be able to use the uniqueness of its employee age diversity to adopt effective and efficient strategic drives, thereby improving service delivery.

4.1.2. Highest Level of Education

Education is important to an organization as it influences efficiency and high output (Choi & Rainey,

2010). The researcher analyzed the different levels of educational qualification among respondents to establish any trend, as shown in Figure 4.

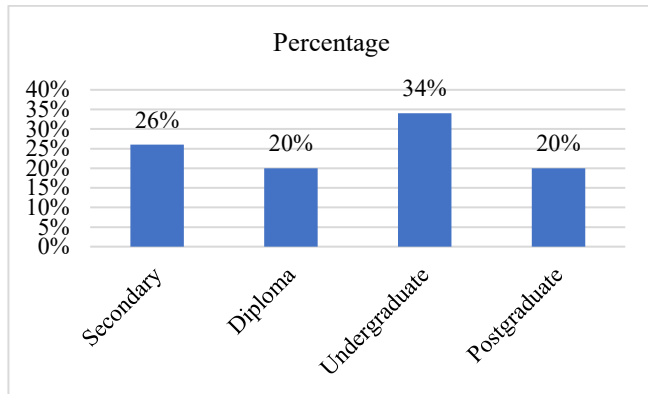


Fig. 4 Highest Level of Education

Source: Research (2025)

The outcome depicted in Figure 4 illustrates different levels of qualification, where the secondary level had 26% of respondents, 20% had diploma level as the highest qualification, 34% of respondents indicated having attained

undergraduate level, while just 20% of respondents had postgraduate level as the highest qualification. The outcome signifies the competency level within the National Police Service, evidenced in different qualifications, which is crucial in the development of strategic drivers for service delivery. It also showed that respondents had cognitive abilities that enhanced the comprehension of study concepts, thereby providing valid feedback that enriched the findings. Emiko and Eunmi (2009) note that according to one’s level of education, they become more efficient in their work, leading to improved productivity (Shrestha & Parajuli, 2021). The outcome showed that the majority of NPS employees have post-secondary education, which shows high efficiency in their work, thereby improving service delivery.

4.2. Descriptive Statistics

4.2.1. Technological Initiatives

Technological initiatives play an integral role in modern policing due to the evolving nature of crime that requires sophistication in problem-solving for enhanced service delivery to the citizens (Gupta, 2022). The study analyzed technological initiatives to establish their influence on service delivery as illustrated in Table 2.

Table 2. Technological Initiatives

Statements on Technological Initiatives	N	Min	Max	Mean	SD
The integration of advanced technological tools has enhanced operational efficiency within the police service.	303	2	5		
NPS is utilizing technological advancements for operational effectiveness.	303	3	5	4.01	0.81
Technological innovations have revolutionized the policing process for NPS due to the automation of work.	303	2	5	3.92	1.00
Technological initiatives such as system integration help in faster access to information that improves service delivery.	303	2	5	3.81	0.86
NPS continued to invest in technological innovation to address evolving challenges.	303	1	5	4.02	0.96
Technology plays a pivotal role for NPS in fostering community engagement.	303	1	5	4.03	0.96
The implementation of new technological initiatives at NPS has resulted in the identification of potential crime for prevention.	303	1	5	4.04	0.95
Aggregate Scores				3.98	0.92

The results depicted in Table 2 show an agreement among respondents that the integration of advanced technological tools enhanced operational efficiency at the NPS, with a mean score of 4.06 and a standard deviation of 0.94. This implies that with the incorporation of technological tools, the National Police Service will be able to improve its operations and therefore scale up service delivery. The outcome demonstrates how respondents agreed that it is essential to use technological advances to improve operational effectiveness, which was rated with a mean score of 4.01 and a standard deviation of 0.81. This signifies the importance of improving effectiveness in operations, thereby enhancing service delivery at the National Police Service.

The findings in Table 2 reveal agreement from respondents to the statement that technological innovations revolutionized the policing process as a result of automation, hence, a rating of 3.92 with a Standard Deviation (SD) of 1.00. This means that technological innovation is critical to the automation of work, such as in policing processes, thereby improving service delivery. The study found that respondents highly rated (mean=3.81, SD=0.86) the statement that technological initiatives, such as the integration of systems, helped in improving information access for enhanced service delivery. This implies that with the incorporation of technology, NPS will be able to

integrate its systems, which will improve information access for better service delivery.

The findings in Table 2 show how respondents agreed that continued investment in technological innovation was necessary in addressing evolving challenges for service delivery standards, where the mean score awarded to the statement was 4.02, SD = 0.96. This demonstrates that NPS's continued investment in technology will boost innovation to address emerging issues in service delivery. The results revealed the agreement among respondents that technology played a crucial role for NPS in building community engagement. The mean score for the statement was 4.03, standard deviation 0.96, thus indicating the important role of technology in enhancing engagement, which is necessary for feedback collection needed to improve service delivery.

The illustration in Table 2 shows that the implementation of new technological initiatives resulted in the identification of potential crime for prevention, with a mean score rating of 4.04 and a standard deviation of 0.95. This demonstrates how service delivery may be improved to the citizens as technology is used to help in identifying crimes, thereby enabling the proactive implementation of prevention strategies by the National Police Service. Overall, the aggregate mean score for technological initiatives was 3.98 with a standard deviation of 0.92. This implies an agreement by respondents that technological initiatives influenced service delivery at the NPS in Nairobi City County, Kenya.

The statements that were mostly agreed on by respondents were on technological initiatives that greatly enhanced operational effectiveness and the integration of

systems that improved faster information access for enhanced service delivery. However, a low score was evidenced in technological innovation and automation, which demonstrates that NPS may need to put more effort into incorporating more innovation and automation to increase service delivery. The present investigation aligns with Okoye et al. (2018), who studied Nigerian banks and demonstrated how technological initiatives facilitated innovation, which improved service quality. The outcome demonstrated how the integration of NPS systems leads to quick information access necessary in improving service delivery, thereby confirming Chipeta (2018), who used a mixed method to study Zambian e-government and recognized improved information access that enhanced e-service to the public.

Davis (1986) theory of technology acceptance demonstrates how technology may be adopted based on its usability and utility, where the environment, support, and training are crucial forces in the users' view of its adoption. Qualitative findings revealed resistance from employees while also indicating the need for training to enhance the adoption of technology in service delivery. NPS will need to equip its workforce with technological skills to reduce barriers and demonstrate the benefits of adopted technologies, thus improving acceptance in service delivery initiatives.

4.2.2. Service Delivery

The delivery of service to the citizens entails seamless processes, speed, and accuracy, as well as the availability and quality of services, which demonstrates the reason why governments exist to meet the needs of the citizens (Osawe, 2021). The study analyzed service as delivered by the NPS in Nairobi City County, as demonstrated in Table 3.

Table 3. Service Delivery

Statements on Service Delivery	N	Min	Max	Mean	SD
There is low crime due to strategic drives initiated by the National Police Service.	303	1	5	3.59	0.96
There is improved public safety due to strategic initiatives adopted by NPS.	303	3	5	4.06	0.72
NPS is providing timely and responsive service to address the needs and concerns of communities.	303	2	5	4.12	0.80
The police officers are reliable in providing services to the citizens.	283	1	5	3.57	1.34
Police officers show empathy when dealing with the public.	303	1	5	3.73	0.98
There is improved service delivery to the public as a result of the strategic initiatives of the National Police Service.	303	1	5	3.79	0.94
Aggregate Scores				3.81	0.95

From Table 3, the findings indicated an agreement by respondents through a mean rating of 3.59 and an SD of 0.96 that there was low crime due to strategic drivers that were initiated by the NPS. This recognizes how strategic drivers are important in lowering the crime rate, which is a key area in service delivery to the citizens. The outcome shows an

agreement with a mean score of 4.06 and a standard deviation of 0.72, indicating that NPS has improved public safety through strategic initiatives adopted. This shows that public safety is an important service delivery to the citizens. The respondents agreed in Table 4.3 that NPS are providing timely and responsive service delivery to meet the needs and

community concerns, hence rated the statement with a mean score of 4.12 and a standard deviation of 0.80.

The results further indicated in Table 3 that there was an agreement with a rating of 3.57 and a standard deviation of 1.34 that the police officers were reliable in the provision of citizen services. However, the low mean score demonstrates a mixed feeling on NPS reliability in service delivery. The outcome depicted in Table 4.3 also showed that respondents agreed with a mean score of 3.73 and an SD of 0.98 that police officers showed empathy when dealing with the public; hence, there is improved service delivery evidenced in the empathy shown in meeting citizens' needs.

The results showed that respondents agreed that there was improved service delivery to the public as a result of the strategic initiatives of the NPS. The statement received a mean score of 3.79 with a standard deviation of 0.94. The general mean score for service delivery was 3.81 with an SD of 0.95, and hence agreement by respondents that service delivery at NPS had improved due to strategic drivers.

Susan *et al.* (2019) recognize how training of employees may improve adaptability of NPS to evolving crime rate, hence proactively put in place interventions to improve service delivery. Nadzim and Halim (2022) add that competent employees tend to exceed service standards with a positive contribution to service delivery. Muthondeki (2017) observes low trust by Kenyans towards the NPS on issues of violation of human rights, while Suuroja (2003) recommended the model to demonstrate gaps in the service delivery that lower satisfaction of the citizens (Maina *et al.*, 2021), where assurance, reliability, tangibility, empathy and responsibility are some of the elements. The present research highlights gaps in staff training, knowledge, and competence, which limit their understanding and interpretation of the law and hence affect the discharge of service delivery. The study also noted gaps in the reliability of police officers, which led to low ratings of the statements as well as minimal scores for the reduction in crime rate. This demonstrates that the NPS may need to establish effective strategic drivers to reduce service delivery gaps by improving reliability and the assurance of public safety and security.

The researcher further used an open-ended questionnaire to collect feedback from respondents with an aim of determining how technological initiatives influenced service delivery at the National Police Service in Nairobi City County, as observed in the outcome from the first Respondent:

"Employees need more training on technology initiatives and more resources to improve service delivery" (Respondent 1).

The results demonstrate that despite the adoption of technology by the NPS, more is needed to allocate resources to scale up innovation and automation, as well as to equip

employees with the requisite technological skills needed as a strategic driver for enhanced service delivery. Sagwa (2020) observed the crucial role of training in equipping police officers with technical skills while also coping with emerging contemporary policing trends.

The author further notes that training aids in the improvement of an individual's productivity, enhancing capability and promoting a change of attitude, which are important in improving service delivery. The results demonstrate the need for enhanced resource allocation by the NPS to support police officers' training, thereby aiding in the acquisition of technological skills to improve service delivery.

Further observation from Respondent 19 indicated:

"Technology has quite some resistance, and therefore much more needs to be done" (Respondent, 19).

The outcome from Respondent 19 demonstrates that, despite the use of technology by the NPS, police officers are finding it challenging, and hence, there is resistance to adopting technology in service delivery. This agrees with Respondent 1, who noted the need for training of employees, which may help in reducing resistance. Davis (1989) proposes a technology acceptance model that analyzes how users accept technology.

The author argues that perceived ease of use and usefulness are important in changing the user's attitude towards adopting a technology (Aburbelan, Owda, & Owda, 2022). The outcome demonstrates a lack of understanding of the benefit of technological initiatives in improving police officers' performance for more effective service delivery. It also indicates inadequate training of employees to empower them with skills, and hence, find it easy to use technology in their work. NPS may need to train employees and demonstrate the functional benefits of technological initiatives for the enhancement of service delivery.

4.3. Correlation Analysis

Correlation is the technique used to measure the connection between two variables and to estimate the consensus between two methods. The measurement may be used to determine the strength of any linear association between variables with values ranging between -1 and +1. (Janse *et al.*, 2021). Correlation also measures a monotonic connection between the variables, where one variable increases, causing another variable to rise, or in cases where one variable rises, leading to the decline of the second variable.

In this case, the sign (-, +) indicates the direction, which implies an increase (positive direction) or a decrease (negative direction) (Sampalo *et al.*, 2024). The study used Karl Pearson Product-Moment correlation to analyze any association between Strategic Drivers and Service Delivery at the National Police Service in Nairobi City County, Kenya, as shown in Table 4.

Table 4. Correlation Analysis

Variables	Correlation	Technological Initiative	Service Delivery
Technological Initiative	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	30303	
Service Delivery	Pearson Correlation	.643**	1
	Sig. (2-tailed)	0	
	N	303	303

From the outcome in Table 4, technological initiatives had a positive connection with service delivery, where the Pearson coefficient was 0.643, $p < 0.05$. The outcome depicts a strong relationship and positive association between the variables, implying that as NPS adopts more technological initiatives, there is a positive improvement in service delivery. Kilungu and Kimencu (2025), however, reported a low correlation between technological initiatives and the performance of NPS in Nairobi City County. The outcome, therefore, demonstrates that the use of a different outcome variable, such as service delivery for the NPS, produces a unique finding, as it has revealed a strong association with service delivery. Chebotin (2021) used technology integration of various departments, cost minimization, and quality service improvement technologies, and observed a strong relationship ($r = 0.874$, $p < 0.05$) with service delivery

at the National Police Service thereby confining to the present investigation which reported a strong connection with service delivery.

4.4. Regression Analysis

Linear regression is a statistical tool used in the analysis of the connection between the independent and dependent variables with the aim of making a prediction. The study used multiple linear regression to analyze strategic drivers and service delivery, where the model summary, analysis of variance, and regression coefficients were determined.

4.4.1. Model Summary

The study summarized the regression model using R, R-squared, and Adjusted R-squared, as shown in Table 5.

Table 5. Regression Model Summary

Model	R	R Squared	Adjusted R-Squared	Std. Error of the Estimate
1	.643* *	0.413	0.411	0.657
a. Predictors: (Constant) Technological Initiatives				

The findings in Table 5 show that the R value was 0.643, which demonstrates the quality of the model in predicting service delivery. The R Square was 0.413 while the Adjusted R Square was 0.411. Attwal and Singh (2024) observe that the R-squared demonstrates the proportion of change of the outcome variable based on the explanatory variables.

4.4.2. Analysis of Variance

Analysis of Variance (ANOVA) was used to establish the difference in the group mean using the F-statistic, degrees of freedom, and p-values as in Table 4.6.

The findings in Table 6 show that the model is significant in predicting service delivery.

From the findings, up to 41.3% of changes in service delivery are accounted for by strategic drivers implemented by the National Police Service. The other 58.7% was, however, outside the scope of the study.

$F(1, 301) = 211.705$, $p = 0.000$. The outcome reveals that the regression model is a good fit for the data in predicting service delivery at the National Police Service.

Table 6. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	91.440	1	91.440	211.705	.000 ^b
	Residual	130.008	301	0.432		
	Total	221.448	302			

4.4.3. Regression Coefficient

The study analyzed the effect size using the unstandardized coefficient and p values as presented in Table 7:

Table 7. Coefficients of Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.134	0.196		5.796	0.00
	Technological Initiative	0.675	0.046	0.027	14.550	0.00

The revelations in Table 7 show that when all things are left constant, service delivery will increase by ($\beta=1.134$, $p=0.000$), hence showing a significant increase in service delivery. However, the introduction of Technological Initiative will raise service delivery by ($\beta=0.675$, $p=0.00$), thereby indicating that technological initiatives increase service delivery significantly.

The results align with Okeyo *et al.* (2026), who used digital transformation initiatives and reported a significant improvement in service delivery outcomes in developing countries. This demonstrates the essential role of technological initiatives in the developing country context, as technological adoption reduced processing time while enabling employees to be more responsive to the needs of the citizens. The findings match with Wandabwa’s (2025) research, where e-government technology demonstrated a positive and significant effect on organizational performance through improved efficiency, accessibility of government services, and compliance. The outcome is consistent with the findings of Mofokeng *et al.* (2025), who used technological practices in South Africa and reported significant improvement in administrative efficiency. However, this study acknowledged the challenges with technical capacity and resistance to change, which hindered the realization of full benefits to service delivery.

The outcome agrees with Mbogori and Moguche (2021), who focused on 9 cement manufacturing companies and reported a positive and significant effect of technology initiative and performance. Similarly, the outcome complies with Akinde and Bako (2020), who recognized the significant role of technology initiatives in improving performance.

The model of the study was therefore: Service Delivery = $1.134 + 0.675$ Technology Initiative.

5. Conclusion and Recommendations

The first objective was on whether technological initiatives had an influence on service delivery at the NPS in Nairobi City County. The study found that the NPS had adopted technological initiatives that raised the efficiency and effectiveness of its operations for enhanced service delivery. Technological initiatives also helped in faster information access, improved engagement with the community, and enabled the NPS to evolve according to

environmental dynamics in the security sector, as well as the identification of potential crimes for faster prevention. However, the results show inadequacy in the automation of processes at the NPS. The outcome from qualitative research further showed gaps in employee training as well as resistance to the adoption of technology. Correlation demonstrated a positive and strong relationship with service delivery. Regression outcome, however, revealed how technological initiative did not have a significant positive effect on service delivery.

From the findings in the first objective, the study concludes that the National Police Service uses technological initiatives as strategic drivers to improve service delivery. These initiatives have enhanced NPS efficiency and effectiveness of operations, leading to improved service delivery. With technological advancements, NPS is able to access information faster, identify potential crime areas, and use the feedback to improve the delivery of services to the citizens. Even though technological initiatives are used by NPS, there is limited automation and technological skills needed to advance service delivery. It is concluded that technological initiatives do not have any significant effect on service delivery.

Technological initiatives play an integral role in the enhancement of service delivery at the NPS. However, it did not show any significant effect on service delivery. Equally, there is inadequate automation of processes and skills gaps that lead to resistance among employees. The study recommends automation of processes to enhance efficiency and improve the delivery of services. It is recommended that NPS may need to equip employees with technological skills that align with changing policing and citizen requirements for enhanced service delivery.

The study observed the significant effect of strategic leadership on service delivery.

This study focused on employees of NPS based in Nairobi City County to determine how strategic drivers determine service delivery. Further studies may extend to other counties or regions outside Nairobi City County for comparison purposes. This study concentrated on NPS employees, who may be biased towards the employer. Further investigation may consider the citizens to collect their feedback for enhanced service delivery.

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