Police Reform Practices and Service Delivery in the Kenya Police Service at Machakos County Police Headquarters, Kenya

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ABSTRACT

This study focused on Police Reform Practices and Service Delivery in the Kenya Police Service at Machakos County Police Headquarters. Police reforms in Kenya as availed from literature indicate that the colonial government in 1950 made attempts on reforming the police force. The appointment of the National Task Force on Police Reforms arose mainly from the post-election violence in 2007-2008 where hundreds of Kenyans lost their lives, thousands of people were displaced and property destroyed. This is because the police officers used excessive force, they were not trained to handle the violence that erupted and they took political sides. In order to address these concerns, the study aimed at examining police reform practices and service delivery at Machakos county headquarters. Service delivery is a component of business that defines the interaction between providers and clients. Good service delivery provides clients with an increase in value. A well-functioning public sector that delivers quality public services consistent with citizen preferences and that fosters private market-led growth. The specific objectives were to establish the effect of personnel reforms and service delivery, establish the effect of financial reforms on service delivery and to establish the effect of legal reforms and service delivery in the Kenya Police service at Machakos County Police Headquarters Kenya. The significance of the study is as it tackled and documented the effect of police reforms practices and service delivery. It highlights the effect of personnel reforms and service deliver, financial reforms and service delivery and the legal reforms and service deliver. The study was guided by the Resource Based Theory, Servqual theory and the New Public Management Model in analyzing the theoretical background. A descriptive survey research design was used. The study targeted a population of 110 senior police officers in the Kenya Police Service and adopted the census approach to obtain information from every member of the population. Primary data was collected using a semi-structured questionnaire, while secondary data was collected through review of literature on police reforms. Pilot study was conducted to validate the questionnaire. Data collected was subjected to quantitative analysis and data was presented using tables, graphs and pie charts. Inferential statistics was used in the study including correlation and multiple regressions in order to determine the relationship between the independent and dependent variables. Statistical package for social sciences (SPSS) version 22 was used to aid the analysis of the data. The findings revealed that personnel reforms and service deliver, financial reforms and service delivery and legal reforms and service delivery influence service delivery in the Kenya Police Service to a great extent. The findings conclude that personnel reforms have a positive and significant influence on service delivery in the Kenya Police Service at Machakos County Police Headquarters in Kenya. The conclusion on financial reforms and Service delivery, legal reforms and service delivery and financial reforms and service delivery have a positive and significant influence on service delivery in the Kenya Police Service. The findings recommend that the Kenya Police Service at Machakos County Police Headquarters should implement the personnel reforms. The findings also recommend that the police service should give police access to improved salary, savings Sacco and increased allowances. The findings furthermore recommend that legal reforms
be instated that will assist in conducting impartial investigations, inspections, audits and monitoring of the National Police Service to enhance professionalism and discipline of the Service.

**Key Words:** Police Reform Practices, Personnel Reforms, Financial Reforms, Legal Reforms, Service Delivery

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**Cite this Article:**


### 1. Introduction

Policing is the most apparent aspect of the criminal justice system and a well-regarded police service is a prerequisite for the positive perception of law enforcement and justice. The police have to maintain or increase their ability and prevent crime often prompted by notions of growing crime problems. A fully functioning police service is vital for maintenance of peace, provision of security and enforcement of the law (Dean & Gottschalk, 2007). Police reforms across the world have therefore been shaped by the need for a people friendly, professional service with the ability to secure citizens and their property against aggressions without violating their basic human rights (Lundman, 1990). Hahn (2005), notes that in the United Kingdom, in the 18th century law enforcement and policing was organized by local communities based on watchmen and constables. The government was not directly involved in policing. Since the 1940s police forces in United Kingdom have been merged and modernized. Major reforms were initiated in the 1980s mainly to focus on innovations in police management styles especially the concern for efficiency and effectiveness. In 2010 the police reforms were to improve police disciplinary system to improve on transparency and justice and to strengthen protections of police, to introduce greater independence into the way police disciplinary hearings are conducted and ensure judgment are legally sound.

The quest for reforming African police services was driven by the fact that in the past they have been portrayed as inefficient and in several instances brutal as they were initially created for colonial suppression and providing security to the colonial authorities. In South Africa, at the time of Nelson Mandela's release from prison in 1990, there were eleven police forces in South Africa, each constituted under its own piece of legislation, operating within its own jurisdiction (Bislev, 2004). Transformation of the South African Police is obviously an integral part of transforming the apartheid state into a more democratic one. After the 1994 elections the new government moved swiftly to change some of the symbols associated with apartheid policing. The name was changed to the South African Police Service to symbolize the shift “from a force to a service”. A new police leadership was appointed, the rank system was changed, the uniform was changed, the colour of police vehicles changed and some provinces and names of police stations were changed. These symbolic changes while superficial did contribute to changing public perception of the police service (Ruteere, 2004).

In Kenya, by early 1950s, the colonial government made another attempt at police reforms. This came at a time when the British government learnt that the home guards in Kenya were using excessive force and murdering mau mau fighters (Murunga, 2009). According to the Kenya
Human Rights Commission, the police in Kenya continued to be used as citizen containment squads focusing their energies on sustaining the power of the ruling elite. The Kenya police that was modelled as a colonial force to serve the interest of colonial masters continued to remain so even after Kenya’s independence in 1963 (KHRC, 1998). Kenya is still struggling with reforming its Police Service which is fettered in many challenges among them corruption within its ranks, extra-judicial killings, lack of professionalism, poor housing, lack of modern crime fighting equipment’s among numerous other challenges. The Kenya Police Service has been polled as the most corrupt of Kenya’s public institutions and been indicted for the abuse of human rights and the disregard of due process (Waki, 2008). The impetus for the appointment of the National Task Force on Police Reforms arose mainly from the post-election violence in 2007-2008 were hundreds of Kenyans lost their lives, thousands of people were displaced, property worth millions of shilling destroyed and there were fears of a civil war. Various agreements were thereafter struck between the two main contenders for political power, namely the Party of National Unity (PNU) and the Orange Democratic Movement (ODM). The inclusion of police reform under “Agenda Item Four” stemmed from a strong feeling that the level of post-election violence and destruction would have been minimized had the police responded in a professional non-partisan manner (Ransley, 2009).

The accord between the PNU and the ODM recognized that the crisis triggered by the disputed 2007 presidential election results brought to the surface deep-seated and long-standing divisions within the Kenyan society, which if left unaddressed, threatened the very existence of Kenya as a unified country. Discussions under Agenda Item Four therefore resulted in far-reaching reforms being identified as being necessary to address the root causes of recurrent conflict and to create a better, more secure and prosperous Kenya for all. The parties agreed that six long-term issues would be addressed under Agenda Item Four were constitutional, legal and institutional reforms, land reform, poverty, inequality and regional imbalances, unemployment, particularly among the youth, consolidation of national cohesion and unity, transparency, accountability and impunity. They further agreed that the “institutional reforms’ referred to above should include police reform.

Service delivery is a component of business that defines the interaction between providers and clients where the provider offers a service and the client either finds value or loses value as a result. Good service delivery provides clients with an increase in value. Service delivery can be found in many different professions and company structures. A well-functioning public sector that delivers quality public services consistent with citizen preferences and that fosters private market-led growth. According to Asubonteng, McCleary and Swan, (1996), due to intense competition and the hostility of environmental factors, service quality has become a cornerstone marketing strategy for companies. This highlights how important improving service quality is to organizations for their survival and growth since it could help them tackle these challenges they face in the competitive markets. This means that service-based companies are compelled to provide excellent services to their customers in order to have a sustainable competitive advantage. There is however, a need for these organizations to understand what service quality is in order to attain their objectives.

According to Douglas & Connor, (2003), the intangible elements of a service inseparability, heterogeneity and perishability are the critical determinants influencing service quality perceived by a consumer. This means that a service must be well defined by the provider in terms of its characteristics in order to understand how service quality is perceived by consumers. The differences in service industries are based on the characteristics of service which include:
intangibility, heterogeneity, perishability and inseparability. Intangibility means there is no physical product, nothing to be touched, tasted, smelled or heard before being purchased and this therefore means that it is difficult for consumer to understand the nature of what they receive. Heterogeneity means that difference which comes in at the level of delivery of service due the difference in human behavior of those offering services and the consumer. Service quality is an important area for practitioners because of the need for survival and growth in ever increasing competitive markets are main critical factors in the search for providing superior service quality and achieving customer satisfaction. Researchers have proven that providing good service quality to customers retains them Asubonteng, McCleary & Swan, (1996). Traditionally, public trust in public sector performance in delivering services consistent with citizen preferences has been considered weak in developing countries. The reason is that politicians and bureaucrats are typically observed to show greater interest in rent-seeking activities than in delivering services wanted by their citizens. The global information revolution of the late 20th century has further eroded this confidence. The information revolution empowers citizens to access, transmit, and transform information in ways that governments are powerless to block and in the process it undermines authoritative controls.

Machakos County Police Headquarter is one of the 47 counties in Kenya. It has 8 (eight) sub county police commanders (Matungulu, Kangundo, Athi River, Kathiani, Mwala, Masinga, Machakos and Yatta). A fully functioning police service is vital for maintenance of peace, provision of security, and enforcement of the law. The Kenya police service has been found to be inefficient, corrupt and brutal among other challenges thus the need for reforms. Police reforms in Kenya have been met with a lot of resistance from the senior officers and lack of good will from the ruling class. This includes forces of impunity and anti-change agents heavily fighting for retention of status quo. Research in Machakos County is imperative for purposes of analyzing the status of police reforms practices and service delivery focusing on personnel reforms and service delivery, financial reforms and service delivery and legal reforms and service delivery. This will assist the Kenya Police Service on the need to sensitize and participate in the full implementation of police reforms to make the service professional, efficient, accountable and trusted by the general public. In fact, information on the progress of police reforms and the ensuing challenges are scanty, a factor which prompted the researcher to embark on this study. Specifically, considering the slow pace at which police have embraced reforms, majority of police officers have not been adequately sensitized on the need for full implementation of police reforms. There is lack of clear and documented information on the extent to which police reforms have achieved success, the delayed areas and the challenges faced. The study identified these gaps in order to give an empirical picture on the need for implementation of police reforms in Kenya and make recommendations on how to achieve them.

2. Statement of the Problem

Kenya is in the midst of an ambitious reform programme, including wholesale reform of its police service. These reforms have been in response to high profile incidents such as the 2007 post-election violence and long-term police brutality and killings. The new constitution of 2010 contains an ambitious framework for police reforms, which if fully implemented would overhaul the structure of the police service to address shortcomings which permit and perpetuate impunity for police abuses. However, while some important reforms have been undertaken example the enactment of several legislations like the National Police Service Act of 2011 and the new Constitution of Kenya 2010 it is still unclear as to how they have impacted on service delivery, yet
there is little research that has been done to establish the effect of police reforms practices and service delivery. This raise questions as to the source of the problem as it may have been due to lack of good will from police officers and the ruling class or other factors that need critical examination. For example, there is little evidence on any gains in police vetting, improving the image of the police and improvement of police welfare amongst other areas that had been identified as key by the Ransley Commission report (Ransley, 2009). There is information on the challenges that continued to hinder implementation as there appeared no much commitment on continuous evaluation and meaningful appraisal from the relevant institutions. In one of its reports, KNCHR (2008) noted that resistance to change among senior police officers continues to prevent full achievement of police reforms. It attributes the continuing ineffectiveness of the police service in reducing crime levels to poor systems of internal and external accountability.

Several studies have been carried out on the topic of public service reforms. Kawira (2014) researched on Police Reforms in Kenya case of National Police Service Commission and found out that the Commission is grappling with low funding from the National Treasury to enable it carry out its mandate including the day to day operations. It was also found that during recruitment exercises both in the past and even in the recent one, incidents of political interference, corruption, tribalism and nepotism are usually rampant. However the study did not outline the effect of the personnel reforms and service deliver, the financial reforms and service deliver and the legal reforms and service deliver. Wanyoike (2013) examined the implementation of police reforms and how it affects service delivery in Nyeri Police Division, Kenya. It is noted that there was need to change the job description and functions of various structures within the police department to conform to Ransley report recommendations. The findings further indicated the need of frequent sensitization to the officers on accountability issues. However the study did not address the personnel reforms and service delivery, financial reforms and service delivery and legal reforms and service delivery in the KPS.

Bruce (2014) researched on the challenges related to police reforms in Kenya a survey of Nairobi County Kenya and found out that few areas of police reforms had succeeded as there was stiff resistance from the government to reform the police and the government’s failure to allocate sufficient resources to support the police department. In addition it was found that vetting of police officers was not satisfactory to the general public. Chitila (2011) researched on the police reforms in Kenya, a survey of Nairobi county Kenya and found out that suggests that the reforms do not add value in motivating officers a component of good service delivery. The findings also noted that there is an increase in accountability from officers. However the study did not reveal the effect of Personnel reforms and service delivery, financial reforms and service delivery and legal reforms and service delivery. The research gap in this study was to establish the effect of police reforms practices and service delivery in the Kenya Police Service at Machakos County Police Headquarters, Kenya.

3. Objectives of the Study

The general objective of the study was to establish the effect of police reforms practices and service delivery in the Kenya Police Service at Machakos County Police Headquarters in Kenya.

The study was guided by the following specific objectives:

(i) To establish the effect of personnel reforms and service delivery in the Kenya Police Service at Machakos County Police Headquarters in Kenya.
(ii) To establish the effect of financial reforms and service delivery in the Kenya Police service at Machakos County Police Headquarters in Kenya.

(iii) To establish the effect of legal reforms and service delivery in the Kenya Police Service at Machakos County Police Headquarters in Kenya.

4. Theoretical Review

This study was guided by the Resource Based View (RBV) Theory, the Servqual Model and the New Public Management Model.

4.1 Resource Based View (RBV) theory

Resource Based View Theory was proposed by Penrose in 1959 which brought into consideration the importance of resources in the firm. Contributing towards the Resource Based View theory of the firm Barney (2003), looked within the firm to search for possible causes of sustainable competitive advantages. This may include capital equipment, talented managers among others. RBV’s focuses on resources and capabilities of the firm. A firm that wants to remain competitive must be able then to keep its internal strategy to be in line with the ever changing external environment. The RBV theory is seen as an inside out process of strategy formulation. Resources in a firm can be classified into two types; those that are tangible and intangible resources. Tangible resources include all the physical assets e.g. vehicles, land, equipment, machinery, inventory, bonds, and cash among others. These are the resources that are available to the firm but not to its customers. Intangible resources are non-physical, they include resources like patents, copyrights, franchisees and trademarks. The intangible resources show the future worth of an organization and may be more important than tangible resources. The main objective of these resources is to create a sustainable competitive advantage. For this to be achieved, the capabilities must have the following attributes, value, rare, costly to imitate and none substitutable (Pearce & Robinson 2012).

According to Thompson, Gamble and Strickland (2012) resources are stocks of available factors that are owned or controlled by the firm, which are converted into final products or services. Capabilities in contrast refer to a firm’s capacity to deploy resources usually in combination using organizational processes to produce a desired effect. Resources are said to be valuable when they enable firms to implement strategies that improve effectiveness and efficiency, rare resources are not shared by a large group of companies, resources that are difficult to imitate cannot be used to implement the same strategies and resources shouldn’t have duplicates. A firm that has unique resources is able to gain a competitive advantage over its competitors and eventually result in better performance. Burgelman, Grove and Meza (2007) note that resources possessed by a firm are the primary determinants of its performance and these may contribute to a sustainable competitive advantage of the firm. Resources of an organization may range from all assets, capabilities, organization processes, firm attributes, information, knowledge, etc. controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness. According to Pearce and Robinson (2012) Resource Based View is a method of analyzing and identifying a firm’s strategic advantages based on examining its distinct combination of assets, skills, capabilities and intangibles as an organization.

This theory is applicable to this study. If the Kenya Police Service has to remain competitive and be able to keep its internal management strategy in line with the ever changing external environment. This applies to the personnel reforms and service delivery. On the legal reforms and service delivery and in order to avoid the use of excessive force the officers should be availed with
tangible resources that include vehicles, equipment and machinery that are of value, rare, costly to imitate and un substitutable that make their work easy at the same time be able to protect themselves from injury (Burgelman, Grove and Meza, 2007). In regard to the financial reforms and service delivery on budgeting, more funds need to be allocated to purchase equipment’s and machinery of value, rare, costly to imitate and un substitutable to enhance satisfaction, effectiveness, efficiency leading to improved service delivery. However, this theory has not been fully used in the Kenya Police Service as their vehicles, equipment and machinery are not unique. The armed gangsters, criminals and some members of the public have machines, vehicles and equipment that are equally the same or more sophisticated than those held by the Kenya Police Service.

4.2 Servqual Model

The development of the model of service quality involved a systematic research undertaking which began in 1983 and was later developed and implemented by the American marketing gurus Valarie Zeithaml, A. Parasuraman and Leonard Berry in 1988. It is a method to capture and measure the service quality experienced by customers. Initially, emphasis was on the development of quality systems in the field product quality. Improved service quality could give organizations a competitive edge. This model is primarily a qualitative analysis and can be used to expose shortcomings in the service and address them. According to Chowdhary (2007), the initial ten dimensions that were believed to represent service quality were: Competence is the possession of the required skills and knowledge to perform the service. Courtesy is the consideration for the customer's property and a clean and neat appearance of contact personnel, manifesting as politeness, respect and friendliness. Credibility includes factors such as trustworthiness, belief and honesty. It involves having the customer's best interests at prime position. Security enables the customer to feel free from danger, risk or doubt including physical safety, financial security and confidentiality. Access is approachability and ease of contact. Communication means both informing clients in a language they are able to understand and also listening to them. The police service may need to adjust its language for the varying needs of its customers. Information might include explanation of the service and its cost, the relationship between services and costs and assurances as to the way any problems are effectively managed. Knowing the customer means making an effort to understand the customer's individual needs, providing individualized attention, recognizing the customer when they arrive and so on. This in turn helps to delight the customers by rising above their expectations. Tangibles are the physical evidence of the service, for instance, the appearance of the physical facilities, tools and equipment used to provide the service, the appearance of personnel, communication materials and the presence of other customers in the service facility (Asubonteng, 2004). Chowdhary, (2007), states that the reliability depends on to what extent the service is accurate and honest. Responsiveness is about promptly and adequately responding to customer questions or complaints. Competence relates to the expertise an organization has and the access determines if a customer can quickly and efficiently contact the right department. Courtesy is the trying to be polite to customers and communication is about clear, honest and prompt information for clients. Credibility is about to what extent the organization’s message is believable and reliable. Security is meant to add trust to the service and proper access for the consumer. Knowing the customer includes a personal approach and responding well to customers’ needs and wishes.
Douglas, (2003) outlines that the Servqual Model identifies five gaps that can arise between the customer’s needs and the service that a company offers. Knowledge gap arises when an organization’s knowledge of customer expectations is lacking, preventing them from approaching consumers in the right way. Standards gap when the organization has already formed its own idea about what the customer expects from their service. Delivery gap can also occur when the organization offers service that is different from what the consumer had expected. This also involves an incorrect implementation. Communications gap when the organization sends out, can create the wrong expectations among customers. It also happens that the organization communicates and promises things that are not in line with what they can actually deliver. Satisfaction gap dissatisfaction results from a difference between the service a customer expects and the service they actually experience. This theory is applicable in the Kenya Police Service as it can be used to expose short comings in the service delivery and address them. As a result, improved service quality could give the Kenya Police Service a competitive edge. It is possible to analyze customer needs in relation to the quality of the service experienced where the focus is general public in order to bring confidence.

4.3 New Public Management Model

The New Public Management Model (NPMM) which emerged in the 1980s represented an attempt to make the public sector more business-like and to improve the efficiency of the government borrowed ideas and management models from the private sector. It emphasized the centrality of citizens who were the recipient of the services or customers to the public sector. The system also proposed a more decentralized control of resources and exploring other service delivery models to achieve better results. The New Public Management philosophy has been described as a move towards a governance approach that places emphasis on transparency, performance management and accountability of public sector employees and managers. The philosophy has been identified as “one of the most striking international trends in public administration that is capable of re-inventing governments (Garland, 1996). In the police context, NPMM places an increased emphasis upon personal and organizational accountability and superior levels of performance in police organizations, and offers a sharper focus on the achievement of outcomes rather than on outputs. The provision of police services and the achievement of government outcomes is a balance between the demands of the community, and the organization retaining its flexibility so that it may respond to emerging incidents. Police need to be able to meet the required government outcomes within their allocated budget, remain accountable for their actions, and meet imposed effectiveness and efficiency standards. The police have a responsibility to propose outcomes for which they are not capable of meeting. They have the responsibility of correctly describing their relationship with the crime problem in the community, which should be done in consultation with the community (Hahn, 2003).

The utilization of the NPMM performance framework by police allows them to know the identification of high level objectives and relevant performance indicators. The adoption of this approach by the police was a significant achievement when it was used in conjunction with a compilation of comprehensive performance indicators. The difficulty in identifying the appropriate performance indicators when measuring the link between the organization’s funding and their ability to achieve government directed social outcomes, such as improving personal safety and the difficulty in monitoring these indicators (Moran, 2005). This model is relevant to this study as it addresses the legal reforms and service delivery and puts emphasis on transparency and accountability of public sector employees and managers. In the Kenya Police Service, officers
are now accountable for their actions. The use of excessive force has seen police officers of all ranks taken to court, fined or jailed for their actions. Police brutality and torture is minimal compared to the previous years. The aim is to build public confidence in them and ensure improved service delivery to the general public.

5. Conceptual Framework

A conceptual framework describes the interrelationship between the independent and dependent variables (Mugenda & Mugenda, 2013). Personnel reforms and service delivery that include recruitment, deployment, training and retirement are given high consideration. Financial reforms and service delivery such as budgeting, remuneration and incentives influence performance. Legal reforms and service delivery that include vetting, administration and use of excessive force enable the general public have full confidence in the police service. The dependent variable, service delivery is measured by satisfaction, efficiency and effectiveness.

Source: (Author, 2019)

Personnel reforms and service delivery are any improvement to matters relating to working requirements of police officers during their employment period. To get new personnel in the police service the recruitment process has to be done in order to search for prospective police officers to join the service. The successful officers are deployed systematically or strategically to perform their duties. Training is later carried on to enable officers increase knowledge and skills to perform a particular job more efficiently and effectively. Financial reforms and service delivery are the improvement or amendments to matters relating to payments made to police officers to compensate them for work done. Remuneration is done to compensate police officers for work that has been
done and reward should be given to boost morale and increase productivity. Budget allocations are to be sufficient for expenditure for various activities to be performed in the police service. The legal reforms and service delivery are equally important as they guide the police officers to work in line with the law. Vetting is the process of thoroughly investigating police officers before making a decision. To enhance service delivery the officers have to be effective by doing the right task, completing activities and achieving goals. They should be efficient by being able to accomplish a task with the least waste of time and effort. The will result to the satisfaction of the general public and enhancing service delivery.

6. Research Methodology

The study adopted a descriptive research design. Descriptive studies are more formalized and typically structured with clearly stated investigative questions. Mugenda & Mugenda (2003) descriptive research determines and reports the way things are. It is restricted to fact finding and may result in the formulation of important principles. Guest (2012) acknowledges that descriptive research design is crucial when the intent is gaining broader understanding of the context of the research. It facilitates the ability to generate answers to the questions of why, where and what. Cooper and Schindler (2003) define target population as the list of the elements from which sample size is actually drawn. The respondents of the study comprised of the County Police Commander, County Criminal Investigation officer, Senior Superintendent of Police, Superintendent of Police, Chief Inspectors, Inspectors of Police, Senior Sergeant, Sergeants in the Kenya Police Service working at Machakos County Police Headquarters. The senior officers were chosen because they are directly involved in strategic management activities in the Kenya Police Service.

The study adopted a census approach where information was collected from 110 Senior Police officers who are tasked to plan and co-ordinate activities in the Kenya Police Service at Machakos County Police Headquarters. The census was preferred due to the few senior officers at Machakos County Police Headquarters. The study adopted a census approach where data was collected from 110 senior police officers at Machakos County Police Headquarters. A semi structured questionnaire was used for data collection. Secondary data was obtained from previous reports documenting police reforms in Kenya. Primary data was obtained from police officers through the questionnaires. According to Mugenda and Mugenda, (2013), questionnaires are used to obtain important information about the population. The data collected via questionnaires was subjected to quantitative analysis by applying descriptive and inferential statistics in line with the three research objectives. Descriptive statistics was used to describe the population characteristics numerically and hence more precisely in accordance with Saunders et al., (2007). The inferential statistical analysis of the results was done to determine whether or not there is a statistical relationship established between performance (the dependent variable) and the independent variables on the basis of the research questions. Quantitative data obtained from the questionnaire was analyzed using statistical package for social scientist (SPSS) software package version 22. Qualitatively, thematic analysis, categories and patterns was used in interpretation of data.

7. Data Analysis Results

Regression analysis was used to model, examine, and explore the relationships between the dependent variable service delivery in the Kenya Police Service at Machakos County Police Headquarters against the three independent variables (personnel reforms, financial reforms and legal reforms) used for the study.
The three independent variables (personnel reforms, financial reforms and legal reforms) that were studied, explain 82.7% of the performance of County government of Mombasa as represented by the adjusted R square. This therefore means that other factors not studied in this research contribute 17.3% of the service delivery in the Kenya Police Service at Machakos County Police Headquarters.

Analysis of Variance (ANOVA) was used to determine the linear relationship among the variables under investigation. Using this method, the sum of squares, degrees of freedom (df), mean square, value of F (calculated) and its significance level was obtained. Analysis of Variance (ANOVA) was used to determine the linear relationship among the variables under investigation. Using this method, the sum of squares, degrees of freedom (df), mean square, value of F (calculated) and its significance level was obtained. The results are shown in Table 2.

**Table 1: Results of multiple Regression**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.909a</td>
<td>.827</td>
<td>.753</td>
<td>.0730618</td>
</tr>
</tbody>
</table>

Source: (Research Data, 2019)

**Table 2: ANOVA**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>3.540</td>
<td>3</td>
<td>1.180</td>
<td>21.483</td>
<td>.000b</td>
</tr>
<tr>
<td>1</td>
<td>1.154</td>
<td>97</td>
<td>.055</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>4.694</td>
<td>100</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: (Field Data, 2019)

From the data findings in table 2 above, the sum of squares due to regression is 3.540 while the mean sum of squares is 1.180 with 3 degrees of freedom. The sum of squares due to residual is 1.154 while the mean sum of squares due to residual is 0.055 with 97 degrees of freedom. The value of F calculated is 21.483 and the significance value is 0.000. The p value is 0.000. Since the p value is less than 0.05 it implies that the relationship is significant at 95% level of significance; the model is therefore significant for the study and prediction.
Table 3: Model Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>0.540</td>
<td>.645</td>
<td>3.231</td>
</tr>
<tr>
<td></td>
<td>personnel reforms</td>
<td>0.701</td>
<td>.082</td>
<td>0.135</td>
</tr>
<tr>
<td></td>
<td>Financial reforms</td>
<td>0.834</td>
<td>.214</td>
<td>0.051</td>
</tr>
<tr>
<td></td>
<td>Legal reforms</td>
<td>0.791</td>
<td>.234</td>
<td>0.001</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Service Delivery

The established regression equation by the study was $Y = 0.540 + 0.701X_1 + 0.834X_2 + 0.791X_3$

Where $Y =$ service delivery in the Kenya Police Service at Machakos County Police Headquarters

$X_1 =$ Personnel reforms, $X_2 =$ Financial reforms, $X_3 =$ Legal reforms

From the regression model, holding financial reforms and legal reforms constant service delivery in the Kenya Police Service at Machakos County Police Headquarters would be 0.542. Personnel reforms, financial reforms and legal reforms had a positive and significant effect on service delivery in the Kenya Police Service at Machakos County Police Headquarters. The relationships ($p < 0.05$) are all significant with personnel reforms ($t = 4.421, p < 0.05$), financial reforms ($t = 3.715, p < 0.05$) and legal reforms ($t = 6.687, p < 0.05$). Personnel reforms was found to have a greater (83.5%) on the service delivery in the Kenya Police Service at Machakos County Police Headquarters compared to financial reforms(79.2%) and legal reforms(70.1%).

8. Conclusion

The personnel reforms have a positive and significant influence on service delivery in the Kenya Police Service at Machakos County Police Headquarters in Kenya. These personnel reforms help in the recruitment of the best personnel in the police service, helping in enhancing police officer skills and in bringing the best in service delivery by assigning duties in accordance to their skills. These practices help in the recruitment of the best personnel in the police service, helping in enhancing police officer skills and in bringing the best in service delivery by assigning duties in accordance to their skills. These findings are consistent with those by Waruiru & Rugami (2017) who found out that that police reforms have a positive and significant relationship with police service delivery in Mombasa County. The results of this study also indicated that police culture has a positive and significant relationship with police service delivery in Mombasa County. The results of this study further indicated that police managerial structure has a positive and significant relationship with police service delivery in Mombasa County.

The financial reforms have a positive and significant influence on service delivery in the Kenya Police Service at Machakos County Police Headquarters in Kenya. Financial reforms involve recognition of the best performing officers. This therefore helps in enhancing encouraging police officer to put dedication in their duties and to embrace ethics in the work place thus enhancing
service delivery in the Kenya Police Service. The study underscores the importance of financial reforms and the effect that they have on service delivery in the Kenya Police Service at Machakos County Police Headquarters in Kenya. Embracing financial reform is usually a strong contributor to the overall success and service delivery in the Kenya Police Service. It involves ensuring that all aspects of financial welfare of police officers is done to their satisfaction. Police remunerations include obtaining access to improved salary, savings Sacco and increased allowances. Recognition of the best performing officers helps in enhancing encouraging police officer to put dedication in their duties and to embrace ethics in the work place thus enhancing service delivery in the Kenya Police Service. These findings are consistent with Bazemore and Curt Griffiths (2003) who argue that he structural police reforms are job descriptions that reconfigure among others incentives and structures that support reforms, and remunerations that help in enhancing morale and motivation of the police.

The legal reforms have a positive and significant influence on the on service delivery in the Kenya Police Service at Machakos County Police Headquarters in Kenya. Legal reforms such as police oversight helps make sure that police operate within the confines of their duties as stipulated in the law. It also helps conduct independent and impartial investigations, inspections, audits and monitoring of the National Police Service to enhance professionalism and discipline of the Service. This has an effect in helping uphold police rights. Police legal reforms helps conduct independent and impartial investigations, inspections, audits and monitoring of the National Police Service to enhance professionalism and discipline of the police service. These findings are consistent with those by Barley (2003) who outlines some key elements of effective police accountability system as including, legislation specifying the functions and powers of the police, practical instructions based on the legislation, the lectures, publications and workshops that reflect both the spirit and the letter of the law, policies that set priorities on how to deploy police capacity, adequate police training, both basic and ongoing.

9. Recommendations

The Kenya Police Service at Machakos County Police Headquarters should implement the personnel reforms by first defining the steps involved in personnel reforms so that they can determine how best they can enhance the police reforms. In order to achieve its vision, it should align the annual goals to its major change initiatives on financial reforms need to be undertaken. This will ensure that financial reforms become part of the plan on service delivery in the Kenya Police service and ensure its sustainability. The Kenya Police Service at Machakos County Police Headquarters should focus on embracing financial reforms that enhance service delivery. The study findings recommend that the Kenya Police Service at Machakos County Police Headquarters should focus on police officers wants and expectations. They should also provide personalized initiatives that will deliver right services at the right time and focus on building constructive relationship between the senior police officer and their juniors. Police service should ensure police get access to improved salary, savings Sacco and increased allowances. Police officers should also be motivated by recognizing the best performing officers which will help in enhancing encouraging police officer to put dedication in their duties and to embrace ethics in the work place thus enhancing service delivery in the Kenya Police Service.

The study findings recommend that the police service should give police access to improved salary, savings Sacco and increased allowances. Recognition of the best performing officers should also be done because it helps in enhancing encouraging police officer to put dedication in their duties.
and to embrace ethics in the work place thus enhancing service delivery in the Kenya Police Service. The findings of the study were that financial reforms have a positive and significant influence on service delivery in the Kenya Police Service at Machakos County Police Headquarters in Kenya. The study findings recommend undertaking of financial reforms that involve recognition of the best performing officers. This therefore helps in enhancing encouraging police officer to put dedication in their duties and to embrace ethics in the work place thus enhancing service delivery in the Kenya Police Service. Embracing financial reform is usually a strong contributor to the overall success and service delivery in the Kenya Police Service. It involves ensuring that all aspects of financial welfare of police officers is undertaken satisfactorily.

The study findings recommend that legal reforms be instated that will assist in conducting impartial investigations, inspections, audits and monitoring of the National Police Service to enhance professionalism and discipline of the Service. These recommended legal reforms will include legislation specifying the functions and powers of the police, practical instructions based on the legislation, the lectures, publications and workshops that reflect both the spirit and the letter of the law, policies that set priorities on how to deploy police capacity, adequate police training, both basic and ongoing. The study concludes that legal reforms have a positive and significant influence on the on service delivery in the Kenya Police Service at Machakos County Police Headquarters in Kenya. The study recommends the implementation of legal reforms such as police oversight that helps make sure that police operate within the confines of their duties as stipulated in the law. The study findings also recommend the implementing of legal reforms that conduct independent and impartial investigations, inspections, audits and monitoring of the National Police Service to enhance professionalism and discipline of the police service. This has an effect in helping uphold police rights.

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