

**INFLUENCE OF STRATEGIC ALIGNMENT ON SERVICE DELIVERY  
IN NATIONAL POLICE SERVICE COMMISSION, KENYA**

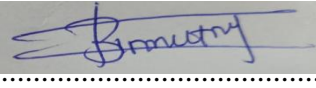
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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT  
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## DECLARATION

I, Tony Boaz Kipruto Chebotibin, hereby declare that MBA research project titled “strategic alignment on service delivery in national police service commission, Kenya” is my original work and has not been presented to any institution, college or university for award of any certificate, diploma or degree.

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Date: **4<sup>TH</sup> DECEMBER 2021**

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## **DEDICATION**

The work is dedicated to my family who supported me throughout the process either financially and also with their good advice and wisdom, gave me the spirit of pushing through till I completed my studies.

## **ACKNOWLEDGEMENTS**

I would like to acknowledge and appreciate the contribution of all who in one way or another participated in the successful completion of this work.

First and foremost, I would like to give the honor and glory to the one and only God Almighty who through His grace has enabled me to do this work. I have also been supported by many people to whom I am sincerely indebted.

I express my sincere appreciation to my very able supervisor Prof. James Gathungu without his corrections and constant guidance; I would not have been able to complete this research. Secondly, to my family and friends who also encouraged me not to give up and keep on pushing me until I completed. Thirdly, to masters' students colleagues who kept the faith and inspiration up during the entire research project time as we met to discuss the progress with one another. Fourthly, to my colleagues and police service commission at the work place who granted me many off work time, when I needed time away from work to do my exams and also sacrificing their own time to assist my research data collection process. All of your contributions are greatly appreciated.

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## **LIST OF ABBREVIATIONS**

<b>ANOVA</b>	Analysis of Variance
<b>CoK</b>	Constitution of Kenya
<b>ICT</b>	Information Communication Technology
<b>IT</b>	Information Technology
<b>KMO</b>	Kaiser-Meyer-Olkin
<b>NGO</b>	Non-Governmental Organization
<b>NPSC</b>	National Police Service Commission
<b>PLS-SEM</b>	Partial Least Squares Structural Equation Modeling
<b>SMES</b>	Small and Medium Enterprises
<b>SPSS</b>	Statistical Package for Social Sciences



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## ABSTRACT

Service delivery is a cornerstone of any public institution. Efficient and effective service delivery is geared toward ensuring that organization goals, missions and visions are achieved (Lewis, 2017). Good service delivery is characterized by service excellence, responsiveness, courtesy, respect to customers, efficiency, provision of accurate and comprehensive information to the customers and timely problem resolution. However, service delivery particularly in the public sector has often been characterized by delays, incorrect and incomplete task resolution and lack of conscious to customers' needs. Quality of services delivered by the NPSC remains a critical area of close concern to the people of Kenya and government. The NPSC has the mandate to streamline police functions so as to ensure quality service delivery to the police officers and also to the general public. This study sought to determine the influence of strategic alignment on service delivery in national police service commission. The target population was 126 members of the public visiting the NPSC. Structured questionnaire was the main tool of collecting data. Data analysis entailed both descriptive and inferential results. Descriptive statistics comprised the means and standard deviations whereas inferential shall entail simple linear regressions. Employees agreed that operations, customers, employees and technological aspects are critical aspects of strategic alignment that influence service every. The study found that that operations, employees, customers and technological aspects explain 76.3% of service delivery in national police service commission, Kenya. In addition, ANOVA output suggests that strategic alignment is a satisfactory indicator of service delivery in national police service commission (F value= 63.733,  $0.000 < 0.05$ ). Regression coefficient of operations ( $\beta = .308$ , p-value=0.003), employees ( $\beta = .216$ , p-value=0.007), customers ( $\beta = .389$ , p-value=0.000) and technological aspect ( $\beta = .293$ , p-value=0.007) have positive and significant relationship with service delivery at national police service commission. The study thus concludes that strategic alignment enables institutions to effectively utilize the technological resources, customers and employees in support of organizational strategies through integration of the IT resources, and business processes which when combined effectively increases the level of service provided to customers. The study recommends for continuous support of employees abilities through capacity building that entail periodic in service trainings for enhanced pool of skill and competencies in service delivery. The training can be conducted in form of workshops and seminars organized by national police service and human resource agencies. There is also need to recognize the efforts by employees through reward and recognition for work done exemplary. There is need for periodic re-assessment of NPSC operations with view of ensuring that they are in line with the goal of enhancing service delivery and making any necessary operations adjustments. The NPSC need to provide platforms of fetching customer feedback regarding the nature of services offered and how customers are treated in the organization. The platforms may include suggestion box and online based platforms where customers can presents their complements or complaints. Further, the NPSC need to integrate its services with technology support system. The technologies should target communication feedback among employees, customers and other stakeholders. In addition, the technologies employed should aim to creating efficiency in service provision at the national police service commission.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

Service delivery to clients or customers is an essential noble goal of any institution, firm or organization. In the public sector, service delivery to the citizens has always been emphasized by leaders, policymakers and scholars (Ramakrishnan, 2013; Andrews, et al., 2012). State agencies, parastatal services or corporations are mandated in providing public services to the people. Thus, efficient and effective service delivery is geared toward ensuring that desired level of quality services as stipulated in the organization's service charter are discharged to the people within as short time span (Lewis, 2017). Perceived good service delivery has to be characterized by service excellence, responsiveness, courtesy, respect to customers, efficiency, provision of accurate and comprehensive information to the customers and timely problem resolution (Hassan, 2015). However, service delivery particularly in the public sector has often been characterized by delays, incorrect and incomplete task resolution and lack of conscious to customers' needs. Providing quality services as stipulated in the organization service charter, is not necessarily simple. The organization has to develop a strategy on how to deliver services to the people and one of the strategies according to Ghonim, et al. (2020) and McAdam and McSorley (2019) is strategic service alignment.

Strategic alignment is dynamic based on changing business environment, organizational needs, technological changes and changing customers desires. The constructs of strategic alignment according to McAdam, et al (2019), Alcoba, (2014), Biggs, et al. (2014) and include operations, employees, customers and technological information. Operations entail the alignment of organization activities according to its mission and vision. Employees have the responsibility of delivering the mandate of the organization and thus are key players in efficient and effective service delivery (Henriques, et al., 2019). The sustainability of the organization is anchored on its ability to provide quality services as desired by the customers (Hofmann & Knébel, 2013). In the changing business environment, information technology is a critical component in enhancing service delivery and cannot be forgotten (Bhardwaj, 2019).

The study was anchored on contingency theory, and supported by system theory and strategic alignment model. Fiedler (1964) advanced the contingency theory and states that the

functionality of an organization depends on the alignment of contingent factors that include technology, culture and the external environment. The contingent factors are thus relevant in aligning organization goals toward achieving desired service delivery and organizational growth. The system theory introduced by Bertalanffy (1969) attempts to depict our various entities in a system are interrelated to one another in terms of functionality. According to system theory, entities in a system can be understood better when are interrelated together in a system, other than when analyzed independently (Baecker, et al, 2007) and thus useful in understanding how various entities in a system work together. Labovitz and Rosansky (1997) proposed the strategic alignment model as a model to evaluate effectiveness of an organization in delivering services to customers. Labovitz et al. (1997) noted that strategic alignment occurs when key entities in an institution comprising strategy, processes, people, and customers are arranged and integrated together so that they function toward common organization goal.

The national police service commission (NPSC) of Kenya specified under Article 246(3) of the Kenya 2010 Constitution is mandated in overseeing smooth running of the police force. The nature of services provided to the police officers and to the public is the backbone of the commission. The police service has undergone many reforms that target improving service delivery to the people. The 2010 Constitution introduced fundamental changes in the functionality, command and delivery of services in the police unit with aim of improving police services to the people of Kenya. The 2010 constitution streamlined the objectives and mandate of the NPSC with key emphasis on discipline, professionalism, competence, integrity, ethical conduct guided by accountability, transparency, and respect to human rights alongside promoting good rapport with public. However, poor service delivery in terms of service commitment, truthfulness, respect to human rights still hound the national police service commission (Ayieko & Gitonga, 2020).

### **1.1.1 Strategic alignment**

Chorn (1991) defines strategic alignment as the suitability and arrangement of various items, elements constructs alongside another in an organization with aim of achieving organizational goals. The strategic alignment concept traces back to contingency theory of management. It argues that success and prosperity of an organization depends on how various entities, strategies in an organization are arranged to suit the changing business environment (Ghonim, 2020). Strategic alignment is the appropriateness and arrangement of key entities alongside one

another in an organization with aim of achieving organizational goals (Chorn, 1991). Strategic alignment is dynamic based on changing business environment, organizational needs, technological changes and changing customers desires. Configuration of organizations elements is conducted to streamline business operation processes (Coleman & Papp, 2006). Avison, Jones, Powell and Wilson (2004) state organization's strategies should be aligned to its processes and mandate.

Proper alignment of processes and functions in an organization are geared toward enhanced service delivery (Wetering, Mikalef & Pateli, 2017). According to Ghonim, (2020) proper alignment of strategies, processes, employees, customers, and technologies puts an organization at an advantage of improved service delivery and productivity. Santa (2010) also noted that consistent alignment of strategies, processes, employees, customers, and technologies are key path to firm growth and performance. It is argued that strategic alignment enables organizations to effectively utilize IT resources, supporting enterprise strategies, product and service provision, business processes which when combined effectively fosters firm competitiveness, rise in firm's revenue and profit margins.

### **1.1.2 Service delivery**

Concept of service delivery is the provision of quality and satisfactory services to customers. The concept of service delivery has differently been defined by many authors. Tomkinson, (2017) defined it as the quality of service that adds value or utility to the customer. According to Tummers, et al. (2015), service delivery defines the appropriateness in which a task is accomplished or delivered to a customer. In the context of public institution, service delivery comprises the efficiency, customer responsiveness, adequacy and correctness of service delivered to citizens. Studying the service provisions to the public in the Kenya national police service is therefore critical in the enforcement of law and order.

Good service delivery is characterized by service excellence, responsiveness, courtesy, respect to customers, efficiency, provision of accurate and comprehensive information to the customers and timely problem resolution (Hassan, 2015). However, service delivery particularly in the public sector has often been characterized by delays, incorrect and incomplete task resolution and lack of conscious to customers' needs. Level of service delivery in the NPSC remains an area of close concern to the people of Kenya and government (Ayieko & Gitonga, 2020). The NPSC has the mandate to streamline police functions so as to ensure quality service delivery

to the police officers and also to the general public. However, poor service delivery in terms of service commitment, truthfulness, respect to human rights still hound the national police service commission.

### **1.1.3 National police service commission**

The NPSC of Kenya under Article 246(3) of the 2010 Constitution is mandated in overseeing smooth running of the police force. The nature of services provided to the police members and to the public is the backbone of the commission. The commission has undergone many reforms that target improving service delivery to the people. The 2010 Constitution introduced fundamental changes in the functionality, command and delivery of services in the police unit with aim of improving police services to the people of Kenya. The 2010 constitution streamlined the objectives and mandate of the NPSC with key emphasis on discipline, professionalism, competence, integrity, ethical conduct guided by accountability, transparency, and respect to human rights alongside promoting good rapport with public. However, poor service delivery in terms of service commitment, truthfulness, respect to human rights still hound the national police service commission (Ayieko & Gitonga, 2020).

## **1.2 Research problem**

Service delivery is a cornerstone of any public institution. Efficient and effective service delivery is geared toward ensuring that organization goals, missions and visions are achieved (Lewis, 2017). Good service delivery is characterized by service excellence, responsiveness, courtesy, respect to customers, efficiency, provision of accurate and comprehensive information to the customers and timely problem resolution (Hassan, 2015). However, service delivery particularly in the public sector has often been characterized by delays, incorrect and incomplete task resolution and lack of conscious to customers' needs. Providing quality services as stipulated in the organization service charter, is not an easy task and may have to be aligned to the strategic plans of the organization, a phenomenon called strategic alignment (Ryu & Lee, 2013). Strategic alignment is viewed to be critical to any organization that wants to achieve its goals, and enhance service delivery to customers. According to Ghonim, et al. (2020), strategic alignment improves quality and increase responsiveness to customer needs.

Quality of services delivered by the NPSC remains a critical area of close concern to the people of Kenya and government. The NPSC has the mandate to streamline police functions so as to ensure quality service delivery to the police officers and also to the general public. Under

Articles 10 and 232 of the 2010 Constitution, the national police service commission is tasked in promoting professional service ethics, promoting efficient, effective and efficient utilisation of public resources; effective, prompt, responsive, just and impartial; cultivating virtues of transparency, enhancing accountability and providing the public with timely and responsive services that enhances service and order. In addition, the NPSC has the mandate of training its officers, to competently deliver services guided by moral ethics and integrity (Ayieko & Gitonga, 2020). However, poor service delivery in terms of service commitment, truthfulness, and respect to human rights still hound the national police service commission.

There are many empirical studies conducted both globally and locally on strategic alignment in relation to other constructs particularly firm performance. However, there are few studies that focused on effect of strategic alignment on service delivery. In addition, there are limited studies that specifically focused at the strategic alignment effects on service delivery in in the context of police service agencies. In Japan, Sholihah, et al. (2019) conducted a research on strategic alignment and service transition in relation to product-service system business model and found that strategic alignment is critical in service improvement. However, the study did not explicitly revealed how strategic alignment influences level of service delivery provided by an organization presenting both conceptual and contextual gaps. Al Khalifa (2016) investigated the effects of strategic alignment on performance of public institutions in Barhain and found that strategic alignment positively impacted performance of public institutions. Nonetheless, Al Khalifa (2016) was only concerned at determining the effects of strategic alignment on performance of public institution contrasting current study that wishes to investigate how strategic alignment impacts levels of service delivery in an organization, thus conceptual gap.

Locally, Sang, Ngamau and Ragama (2018) determined the strategic alignment effects on NGOs' performance in Nakuru Town, Kenya and found that strategic alignment in terms of culture and talent alignment, organization structure, and knowledge creation and sharing affects performance of NGOs. However, Sang, et al. (2018) was also concerned at determining how strategic alignment influences organizational performance presenting conceptual gap. A study by Ayieko and Gitonga (2020) on police reform practices and police services delivered by Kenya police officers to the people in Machakos County and found that reforms related to services, personnel, use of public funds, adherence to legal guidelines impact the quality of services provided to the people. Though police reforms may fit in as a strategic alignment



construct under operations, the current study introduces other constructs of strategic alignment that include employees, customers and technological information presenting a conceptual. It is against the highlighted gaps that the study sought to answer the question, what is the effect of strategic alignment on service delivery in the national police service commission, Kenya?

### **1.3 Research Objective**

To determine the influence of strategic alignment on service delivery in national police service commission, Kenya.

### **1.4 Value of the Study**

The results are significant to theory and academia. The study is expected to inform future researches and scholarly studies on strategic alignment and service delivery. The concept of strategic alignment has attracted many definitions among scholars and researchers. Thus, the results are helpful in harmonizing the definitions of the term strategic alignment and how it impacts service delivery in organization. The results are useful forms of references for future studies.

In addition, the results contribute immensely to industry and practice. The results are of value to state agencies and commission like the NPSC. The NPSC may realign its strategic goals with aim of enhancing service quality to national police service staff and people of Kenya. Strategic alignment in terms of functionalities and operations of at the commission can ensure that the effective and responsive approach in the delivery of services.

Finally, the study findings are significant value to policy development. The results inform policy making and decisions at the NPSC. Since NPSC is an independent body anchored by the CoK 2010, policymakers may have to refer to the 2010 Constitution to ensure that the commission discharging its duties as per the provisions of the law.

# **CHAPTER TWO**

## **LITERATURE REVIEW**

### **2.1 Introduction**

The chapter outlines the literature review regarding strategic alignment and service delivery. Theoretical framework and empirical review are also presented in this chapter. A critique of existing studies is conducted to reveal research gaps to support the need or the proposed study.

### **2.2 Theoretical Literature Review**

The anchoring theory in this study is the contingency theory. In addition, the System Theory and Strategic Alignment Model were employed to guide the study.

#### **2.2.1 Contingency theory**

Fiedler (1964) advanced the contingency theory which postulates that the functionality of an institution is linked to the alignment of contingent factors that include technology, organizational culture and the surrounding business environment. The theory argues that contingent elements comprising technology, organization culture and external business environment are critical in and impact the provision of services in an institution (Bastian & Andreas, 2012). The contingent factors are thus relevant in aligning organization goals toward achieving desired service delivery and organizational growth.

The development of the contingency theory was premised on the socio functionalities and institutional structures with aim of promoting service efficiency of organizations (Reid & Smith, 2000; Chenhall, 2003; Woods, 2009). One critical assumption with contingency theory lies on the premise that there is no universal institutional structure that can be applied to all organization and that each organization has to be guided by unique structure aligned to its goals (Betts, 2003; Cadez & Guilding, 2008). In that regard, each organization has to align its core functions and strategies in line with size of the organizational, technological changes, dynamism in the environment, and change in customer desires.

The criticisms leveled against contingency theory fall under two areas (Tosi & Slocum, 1984). First, it is argued that the concepts of the contingency theory are not clearly defined. Secondly, the linkages between the concepts are not sufficiently defined (Galunic & Eisenhardt, 1994). The first criticism is very important because the lack of clear definition of concepts in the theory may render it inapplicable to social research a measurement of variables will not be

clear. In addition, contingency theory is not dynamic and fails adapt to dynamics in the business environment.

The contingency theory is useful in understanding strategic alignment in an organization. Strategic alignment involves aligning operations, employees, customers and technological information to the objectives of the organization. Contingency theory thus shall be useful in aligning these factors together with aim of improving service delivery by the national police service commission.

### **2.2.2 System Theory**

The system theory coined by Bertalanffy (1969) as a modelling mechanism the interrelationships between distinct systems. According to the theory, subcomponents sub entities in a system can be understood when are related to one another compared when are explored independently (Baecker, et al, 2007) and thus useful in understanding how various entities in a system work together. Kast and Rosenzweig, (1972) viewed systems theory as a macro-level theory to understand social, physical and biological systems.

In a system theory, subsystems, entities and subcomponents are designed in manner that they are interdependent and thus the functionality of the entire system is a collaborative responsibility of the subsystems (Chih & Sapphire, 2017). In the context of an organization, departments are what forms a whole system of the organization and the performance of the departments contribute to aggregate performance of the organization (Chih et al., 2017). With this interdependence there are pervious borderlines connecting the various sub entities of the organization (Hofkirchner, 2007). Nonetheless, while systems theory was viewed critical in understanding functionality of systems across disciplines, it has attracted some criticisms particularly with postmodern critics (Hammond, 2013).

Robert (1978) argued that system theory tend to promote love for power among technocrats with little concern of the majority people (Hammond, 2013). Accordingly, systems thinking tend to exalt much technology ignoring institutional virtues. Hammond, (2013) further criticized the theory for being sceptical regarding its function in regard to governance planning and management. Hoos, (2018) also criticised the system theory for being over reliant on quantitative models which is not always the case in reality. According to Hoos, (2018) system theory tends to ignore the role of human intervention in the functionality of a system.

System theory is useful in modeling operations, employees, customers and technological information with aim of improving service delivery at the national police service. System theory argues that system comprise many small other entities that function together to one common outcome. Thus, the theory is critical in modeling the functions of the commission, task allocation to employees, support customers and employing technology to support quality service delivery.

### **2.2.3 Strategic Alignment Model**

Labovitz and Rosansky (1997) proposed the strategic alignment model as a model to evaluate effectiveness of an organization in delivering services to customers. Labovitz et al. (1997) noted that strategic alignment occurs when key entities in an institution comprising strategy, processes, people, and customers are arranged and integrated together so that they function toward common organization goal. The alignments of systems, processes, customers, employees help define the direction an organization takes with ultimate goal being value to the customers and organizations (Skinner, 1974; Coleman & Papp, 2006).

Configuration of the different elements is conducted to streamline business operation processes in an organization (Venkatraman, 1989; Coleman & Papp, 2006). Avison, Jones, Powell and Wilson (2004) state organization's strategies should be aligned to its processes and mandate. Wetering, Mikalef and Pateli (2017) argue proper alignment of systems, processes, and customers define the nature of services delivered to customers in an organization, competitive advantage of the organization and ultimate performance.

Strategic alignment provides direction and gets people involved while aligning processes to service delivery. The fulfillment of customers' needs is one step to effective service delivery. The provisions of quality services to customers in an organization are guided by desires, of customers and standard laid down by the organizations. Consistent alignment of processes to the needs of improve business processes and service delivery.

### **2.3 Strategic Alignment and Service Delivery**

Configuration of different elements of an organization is conducted to streamline business operation processes. In aligning information technology plans to the organization operations, business goals are supported by information resources and through the process reap the advantage of information systems strategic alignment. Strategic alignment enables institutions to effectively utilize the technological resources, customers and employees in support of

organizational strategies through integration of the IT resources, and business processes which when combined effectively increases the level of service provided to customers. Providing quality services as stipulated in the organization service charter, is not an easy task and may have to be aligned to the strategic plans of the organization, a phenomenon called strategic alignment (Ryu & Lee, 2013). Strategic alignment is viewed to be critical to any organization that wants to achieve its goals, and enhance service delivery to customers. According to Ghonim, et al. (2020), strategic alignment improves quality and increase responsiveness to customer needs.

## **2.4 Review of Related Studies**

Sholihah, et al. (2019) undertook a study on product-service system strategic alignment by linking service transition in relation to product-service system business model employing systematic literature review. Based on studies reviewed, it was established that strategic alignment strategic alignment is critical in quality product and service delivery. However, the study was purely literature based review and thus there is need to actually determine the impact of strategic alignment on service delivery in an organization through quantitative approach.

Bishop (2016) examined the challenges of strategic alignment faced by SMEs when selecting accounting software. This was a literature based review study. Based on studies reviewed, the study found that strategic alignment is critical in seeking sustainable competitive advantages by SMEs. The main challenge identified was inability of SMEs to align IT resources to core functions of the SME enterprises. However, the study by Bishop (2016) investigated the strategic alignment of information systems among SMEs. The current study investigates the how strategic alignment influences service delivery in the police service hence contextual gap.

Focusing at Bahrain public institutions, Al Khalifa (2016) investigated if strategic alignment affects performance of public institutions. A total of 163 respondents participated in filling an online based questionnaire. It was found that strategic alignment positively impacted performance of public institutions. However, the study was only concerned at analysing the influence of strategic alignment on performance of public institutions contrasting current study that wishes to investigate how strategic alignment impacts levels of service delivery in an organization, thus conceptual gap.

Employing comprehensive model and analyzing the data using PLS-SEM model, Ghonim, et al. (2020) investigated the effect of strategic alignment on effective firm decision making.

Using questionnaire, primary data were gathered from 383 workers at the DHA, Egypt. It was found that strategic alignment positively and significantly affects effectiveness of decisions made by the firm. The proposed study determined the influence of strategic alignment on service delivery the case of state commission, the national police service thus contextual gap.

Javed and Sharbafi (2011) undertook a research regarding aligning organization strategy with business process management. Data were collected by structured questionnaires. It was found that strategic alignment by SMEs is important in the attainment of enterprises' business goals. Strategic alignment enhances the ability of firm monitor activities; enhance workers efficiency which may translate to improved revenue margins and profits to the firm. It was also noted that firm management leadership, people, communication channels, culture, IT integration pay important role in success of the firm.

The strategic alignment influence on firms' operational performance in the wake of technological growth is important (Ricardo, Ram & Mario, 2010). Quantitative and qualitative methods were utilised. Quantitative data were analysed using confirmatory factor method while qualitative using thematic technique. It was found that technological innovation has positive impact on firm operational performance.

Using Strategic Alignment Model, Afandi (2017) determined the effects of strategic IT-business alignment of SMEs in Saudi Arabia. Data were collected from 454 IT officers. It was found that all types of alignment had positive effect on business except the IT alignment. The study did not indicate how strategic alignment influence service delivery.

Ryu, and Lee (2013) investigated the IT capabilities and business alignment and service improvement. The study focused at 183 Korean service firms. It was established that IT capability and strategic alignment have significant effect on firm performance.

Promoting public service delivery in the public sector firms in Bangladesh, Hassan (2015) is a noble function of those in governance. The study was basically literature based review. Based on past studies reviewed, strategic alignment of functions in the public institutions enhances effective public service delivery. However, the study focused at public institutions in Bangladesh as rules of service engagement may differ.

Employing descriptive research design by focusing at Mombasa County, Kenya, Waruiru, and Rugami (2017) investigated the effect of police reforms on service delivery. Results indicated that police reforms positively and significantly affected police service delivery in Mombasa

County. The results of this study also indicated that police culture also positively and significantly affected police service delivery in Mombasa County. Police reforms are part of strategic alignment, however, the study did not include technology change as factor in enhancing service delivery.

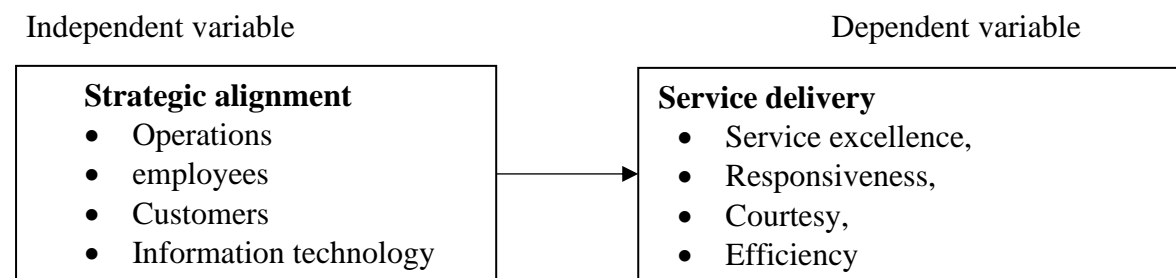
Ayieko and Gitonga (2020) investigated police reform practices and police services delivered by Kenya police officers to the people in Machakos County using semi structured questionnaires. It was found that reforms related to services, personnel, use of public funds, adherence to legal guidelines impact the quality of services provided to the people.

Using case study research design, Koskei (2016) determined the impact of information technology and strategic alignment on performance of the Portland cement firm in Kenya. Qualitative data were collected using interviews and analyzed utilizing thematic technique. It was found that the company attained sustainable competitive advantages by aligning the operations of the company to IT. However, the study focused at a firm that is profit oriented contrasting current study that focuses at public institution that is service oriented.

Focusing at police officers in Nairobi County, Ngugi, et al. (2012) investigated factors that determine quality of service delivery. This was triangulation of instruments (interview template and questionnaire). It was established that integration of IT services in the police service process enhanced service delivery.

### 2.5 Conceptual Framework.

A conceptual framework is a diagrammatical depiction of how variables are related in a study. Figure 1.1 presents how variables in the study are interrelated.



**Figure 1.1 Conceptual framework**

**Source: Researcher 2021**

The strategic alignment is the independent variable operationalized into operations, employees, customers and information technology. The dependent variable is service delivery operationalized using service excellence, responsiveness, courtesy and efficiency. The study

conceptualizes that strategic alignment has significant influence on service delivery in NPSC, Kenya.

## **2.6 Empirical Studies and Research Gaps**

Based on the empirical studies, conceptual, contextual and methodological gaps are identified. Most studies reviewed focused at the influence of strategic alignment on firm performance without paying attention on service delivery concept (Al Khalifa, 2016; Ghonim, et al., 2020; Afandi, 2017). In addition, local studies conducted focused at police reforms and police service delivery with little attention on strategic alignment of police functions by with keen focus on employees, support customers and technology (Waruiru, & Rugami, 2017; Ayieko, & Gitonga, 2020; Koskei, 2016). This study determines the influence of strategic alignment on service delivery in NPSC, Kenya. Table 2.1 presents a summary of reviewed scholarly works and research gaps.



**Table 2.1: Summary of Empirical Studies and Research gaps**

<b>Study</b>	<b>Methodology</b>	<b>Major Findings</b>	<b>Research Gaps</b>	<b>Focus of Current Study</b>
Product-service system strategic alignment by linking service transition in relation to product-service system business model Sholihah, et al. (2019)	systematic literature review	Strategic alignment is critical in quality product and service delivery.	However, the study was purely literature based review.	This study actually investigates the effect of strategic alignment on service delivery in an organization through quantitative approach.
Challenges of strategic alignment faced by SMEs when selecting accounting software Bishop (2016)	Literature based review study	Strategic alignment is critical in seeking sustainable competitive advantages by SMEs	However, the study investigated the strategic alignment focusing at information systems among SMEs.	The current study investigates the role of strategic alignment on service delivery in the police service hence contextual gap.
Strategic alignment and performance of public institutions in Bahrain Al Khalifa (2016)	Online survey design	Strategic alignment positively impacted performance of public institutions	However, Al Khalifa (2016) was only concerned investigating strategic alignment impact on performance of public institution.	Current study that wishes to investigate how strategic alignment impacts levels of service delivery in an organization, thus conceptual gap
Strategic alignment and effective firm decision making Ghonim, et al. (2020)	Employing comprehensive model	Strategic alignment positively and significantly affects effectiveness of decisions made by the firm	Focused at influence of strategic alignment on decision effectiveness presenting conceptual gap	This study determines the strategic alignment influence on service delivery in the case of NPSC presenting contextual gap
Effects of strategic IT-business alignment of SMEs in Saudi Arabia Afandi (2017)	Descriptive research design	All types of alignment had positive effect on business except the IT alignment	Focused at influence of strategic alignment on firm competitiveness presenting conceptual gap.	The study did not indicate the impact of strategic alignment on service delivery.

Influence of police reforms on service delivery in Mombasa County, Kenya Waruiru, and Rugami (2017)	Descriptive research design	Police reforms positively and significantly influences police service delivery in Mombasa County.	Police reforms are part of strategic alignment; however, the study did not include technology change as factor in enhancing service delivery.	Introduces technology as an element of strategic alignment in the study.
Police reform practices and police services delivered by Kenya police officers to the people in Machakos County Ayieko, and Gitonga (2020)	Review of literature	Reforms related to services, personnel, use of public funds, adherence to legal guidelines impact the quality of services provided to the people	Police reforms are part of strategic alignment; however, the study did not include technology change as factor in enhancing service delivery.	Introduces technology as an element of strategic alignment in the study.
The IT and strategic alignment impact on performance of the Portland cement firm in Kenya Koskei (2016)	Case study research design	Company attained sustainable competitive advantages by aligning the operations of the company to IT.	Focused at strategic alignment effects on performance of firms	Focused at effect of strategic alignment on service delivery.
Factors that influence quality of service delivery in Nairobi County Ngugi, et al. (2012)	Descriptive research design	Integration of IT services in the police service process enhanced service delivery	The study was limited to only factors which may be many and so broad.	Specifically investigates effect of strategic alignment on service delivery.

Source: Researcher 2021

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The chapter highlights the methodology employed to answer the research objectives. It shows the research design, target population, reliability and validity tests, methods to collect data and methods of data analysis.

#### **3.2 Research Design**

The descriptive survey design was adopted to guide this study. The design is suitable in accurately and systematically describing a population. Descriptive survey design is appropriate when information regarding what, how, when and where answers of research problem (Creswell & Creswell, 2017). Contextual survey design aims to accurately describe a research problem by collecting relevant data, analyzing and interpreting. The target population was 126 members of public visiting the NPSC on daily basis (NPSC report, 2020).

#### **3.3 Data Collection**

Structured questionnaire was the main tool of collecting data. The data to be collected was primary data. Questionnaires are suitable when gathering data that is not easily observable helps in making in-depth inquiry on attitudes, motivations, opinions and feelings of the study population being studied according to Phellas, Bloch and Seale (2011). The questionnaires were in a form of likert scale with five options to choose from. The options are 5=strongly agree, 4= agree, 3=neutral, 2=disagree and 1=agree.

The study respondents were members of the public visiting the NPSC on daily basis. In the midst of Covid-19, online based questionnaire were used. After seeking the consent of the respondents, the questionnaires were emailed to the respondents in form of Google forms. A timeline of 3-5 days was allocated to enable respondents fill the online based questionnaires. Online follow up of unfilled questionnaires was then conducted after the lapse of the timeline.

### 3.4 Operationalization of Study Variables

Variable	Operational Indicators	Measurement	Measurement scale	Data Collection Tool	Data analysis
Operations	<ul style="list-style-type: none"> <li>Emerging issues</li> <li>task/functions</li> </ul>	Likert scale	Interval	Questionnaire Section B	<ul style="list-style-type: none"> <li>Descriptive statistics</li> <li>Correlation analysis</li> <li>Regression analysis</li> </ul>
Employees	<ul style="list-style-type: none"> <li>communication to employee</li> <li>task allocation</li> </ul>	Likert scale	Interval	Questionnaire Section B	<ul style="list-style-type: none"> <li>Descriptive statistics</li> <li>Correlation analysis</li> <li>Regression analysis</li> </ul>
Customers	<ul style="list-style-type: none"> <li>customer oriented</li> <li>customer feedback</li> </ul>	Likert scale	Interval	Questionnaire Section B	<ul style="list-style-type: none"> <li>Descriptive statistics</li> <li>Correlation analysis</li> <li>Regression analysis</li> </ul>
Technology	<ul style="list-style-type: none"> <li>Integrating departments</li> <li>technology alignment</li> </ul>	Likert scale	Interval	Questionnaire Section B	<ul style="list-style-type: none"> <li>Descriptive statistics</li> <li>Correlation analysis</li> <li>Regression analysis</li> </ul>
Service delivery	<ul style="list-style-type: none"> <li>responsiveness</li> <li>respect</li> </ul>	Likert scale	Interval	Questionnaire Section C	<ul style="list-style-type: none"> <li>Descriptive statistics</li> <li>Correlation analysis</li> <li>Regression analysis</li> </ul>

Source: Researcher 2021

### 3.5 Reliability and Validity

The study undertook reliability and validity tests before administering the data collection tool to the population.

### 3.5.1 Reliability of Research Instrument

Reliability is the measure of the extent to which a research tool under the study produces the same output upon conducting several trials (Mugenda & Mugenda, 2003). According to Sekaran and Bougie (2010), reliability measures the degree to which an instruments yields insignificant inclination and consequently guarantees predictable estimation crosswise over time and over the different items. The objective is to estimate measurement errors that are normally random. The internal consistency of the research instrument was measured using Cronbach’s alpha. The alpha coefficient value ranges from 0 to 1.

Different cut off points for reliability have been proposed by various authors. Gliem and Gliem (2003) and Drost, (2011) suggest that Cronbach coefficient of 0.7 and above is acceptable. Cooper and Schindler (2014) propose a range of 0.7 to 0.9 Cronbach alpha coefficients to be sufficient, while Riege, (2003) suggests Cronbach cut off point of 0.6. Hair, Black, Babin and Anderson (2010) and Bagozzi and Yi (2012) on the other hand recommend a Cronbach coefficient of 0.5 for the instrument to be termed reliable and fit to proceed for actual use. Based on the assertions, a cut off Cronbach value of 0.7 was adopted in this study which is considered a strong measure of reliability of the research instrument as proposed by Gliem and Gliem (2003). Necessary changes to the questionnaire were made based on the pilot results including revising sentence structure and length to enhance understanding. The results of the reliability test are summarized in Table 3.1.

**Table 3.1: Summary of Cronbach’s Alpha Reliability Coefficients**

<b>Variable</b>	<b>Component of the variables</b>	<b>Cronbach Alpha</b>	<b>Number of items</b>	<b>Decision</b>
Operations	Emerging issues task/functions	0.756	4	Reliable
Employees	communication to employees task allocation	0.843	5	Reliable
Customers	customer oriented customer feedback	0.761	6	Reliable
Technology	Integrating departments technology alignment	0.802	4	Reliable

Service delivery at NPSC	responsiveness respect	0.715	7	Reliable
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Source: Researcher 2021

Table 3.1 shows that all the variables were retained for study. The Cronbach Alpha for operations, employees, customers, technology and service delivery at NPSC were greater than 0.7 hence deemed reliable.

### 3.5.2: Validity of Research Instrument

Validity defines the extent to which study results depict the actual phenomenon of the study (Mugenda & Mugenda, 2003). In addition, validity is mostly comprehended as how much a sample of items gives a satisfactory operational meaning of the construct interests (Polut & Beck, 2006). Content and face validity are two forms of research instrument validity which have to be made before administering the tool. For this study, validity of the questionnaire was enhanced through pretesting the questionnaire to few respondents in NPSC but were not included in the final study. In further attempt to enhance the substance legitimacy of the research tool, the researcher employed opinions, suggestions and comments to improve the validity of the questionnaire. The supervisors' guidance while developing the questionnaire also contributed to ensuring that it collected relevant data to answer the research questions. Triangulation of data sources also enhanced validity of the findings.

Mugenda and Mugenda (2003) claimed that validity is the precision level to which results from study depicts the actual situation of the study population. Sampling adequacy test was implemented to determine the validity of the study tool. This allowed the researcher to determine whether the variables items were suitable for further assessment. Table 3.2 demonstrates the sampling adequacy test of Kaiser-Meyer-Olkin (KMO) and the Sphericity test of Bartlett.

**Table 3.2: Sampling Adequacy and Bartlett’s Test of Sphericity**

Variable	KMO Test	Bartlett’s Test of Sphericity			Determinant
		Approx. Square	Chi	df	
Operations	.615	40.113	6	.000	2.704
Employees	.723	64.725	10	.000	2.135
Customers	.712	80.199	15	.000	3.619
Technology	.656	29.886	6	.000	2.641
Service delivery	.833	131.146	21	.000	1.431

Source: Field Data 2021

The results in Table 3.2 show that measures for operations, employees, customers, and technology and service delivery at NPSC were valid.

### 3.6 Data Analysis

Data analysis entails using a particular application, software or individual brain reasoning to generate statistics with aim of deriving meaning from it (Ott & Longnecker, 2015). The primary data gathered using questionnaire were keyed in into MS Excel application and exported to SPSS Version 23.0 for actual analysis. SPSS software is readily available and friendly to use. Data analysis entailed both descriptive and inferential results. Descriptive statistics comprised the means and standard deviations whereas inferential shall entail simple linear regressions. The multiple linear regression to be estimated is;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where;

Y = Service delivery at national police service commission

X<sub>1</sub> = Operations

X<sub>2</sub> = Employees

X<sub>3</sub> = Customers

X<sub>4</sub> = Technological aspect

$\beta_0$  = the constant term and  $\epsilon$  = error term,

$\beta_1, \beta_4$  = Beta coefficient that measures the changes in the outcome variable, Y against a unit change in the independent variables ( $X_1, X_2, X_3, X_4$ ).

The presentation of results was through tables and figures.

## **CHAPTER FOUR**

### **DATA ANALYSIS, RESULTS AND DISCUSSION**

#### **4.1 Introduction**

The questionnaire response rate and demographic features of the population are presented in this chapter. Descriptive output including averages and standard deviations are presented. Simple linear regression analysis was undertaken to investigate the influence of strategic alignment on service delivery in national police service commission, Kenya.

#### **4.2 Response Rate**

An aggregate of 126 questionnaires were sent to respondents online. An aggregate of 84 questionnaires properly filled and resend back. Table 4.1 shows the response rate results.

**Table 4.1: Response Rate**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Properly filled	84	66.7%
Not properly filled	42	33.3%
<b>Total</b>	<b>96</b>	<b>100%</b>

Source: Field Data 2021

An aggregate of 126 questionnaires were properly filled indicating a 66.7% percent return rate. Bailey (2000) established that return rate of more than 50 percent is adequate. Thus, return of 66.7% showed in this study was excellent enough to draw satisfactory conclusions from.

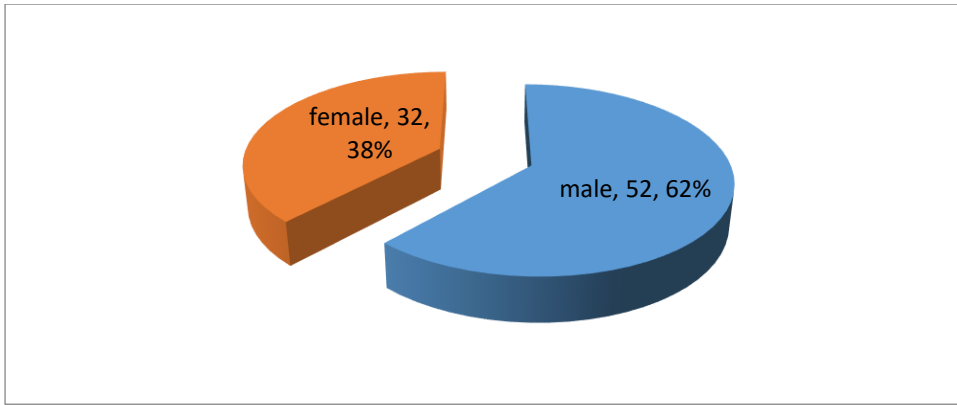
#### **4.3 Respondents' Demographic Data**

The gender, age, work experience and educational attainment of the members of the public visiting the NPSC were investigated.

##### **4.3.1 Gender**

The gender of clients visiting the national police service commission was investigated. Gender composition in an institution may influence quality of service delivery. Figure 4.1 presents the output results.





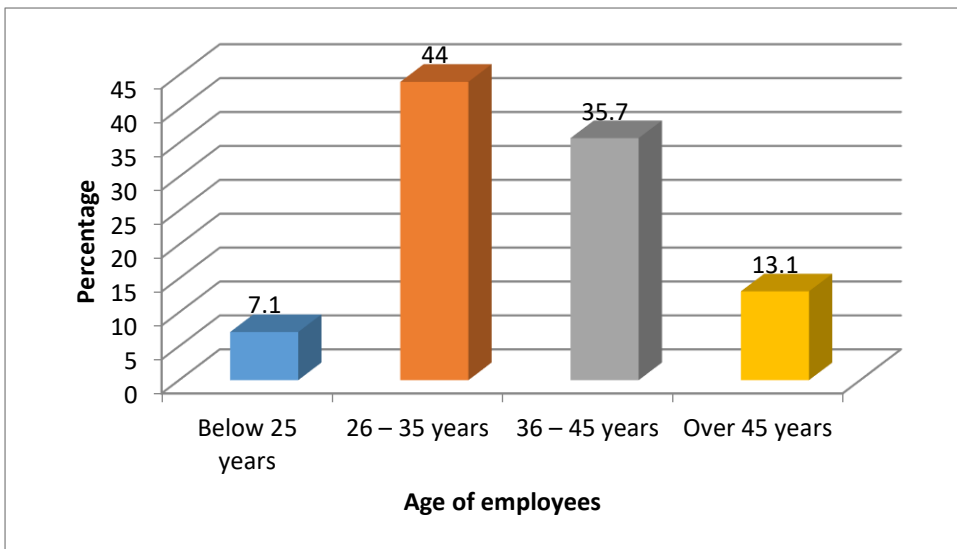
Source: Field Data 2021

**Figure 4.1: Gender of respondent**

The results in Figure 4.1 show that most 53.6% of the clients visiting the national police service commission were males while 38% were females. The findings imply that most of clients visiting the national police service commission are males. Proper gender mix may have positive impact on quality of services offered.

#### 4.3.2 Age of the respondent

Further, the research investigated the age of clients visiting the national police service commission. The results are shown in figure 4.2.



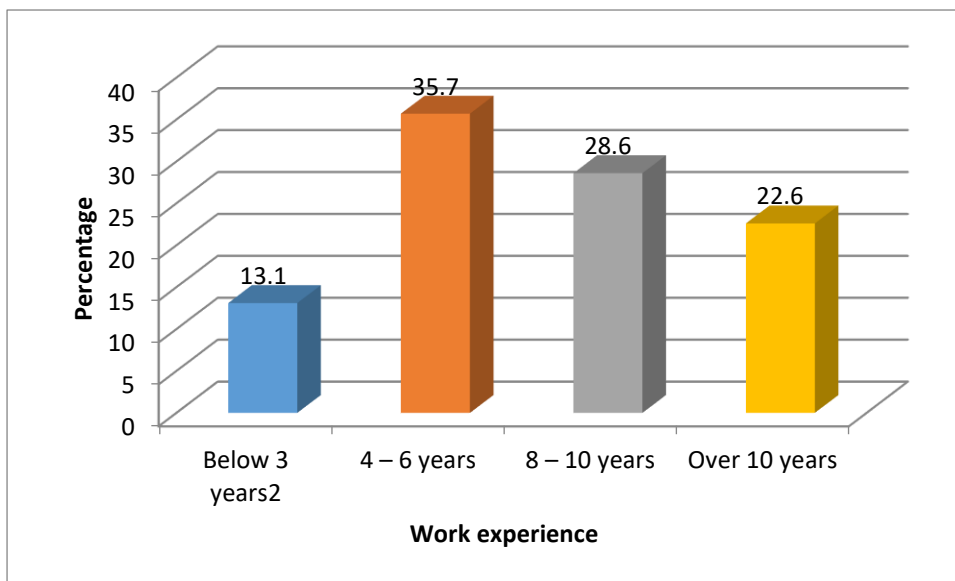
Source: Field Data 2021

**Figure 4.2: Age of the respondent**

It was established that 44% of the clients visiting the national police service commission were aged 26-35 years, 35.7% were aged 36-45 years. It was also found that 13.1% of the NPSC members of public visiting the NPSC offices were aged 45 years and above while only 7.1% were aged 25 years and below. The results imply that majority of clients visiting the national police service commission are aged between 26 to 45 years.

### 4.3.3 Work experience

The research investigated the work experience of clients visiting the national police service commission in years. The level of work experience may have significant impact on service delivery in an institution. Figure 4.3 depicts the result output.



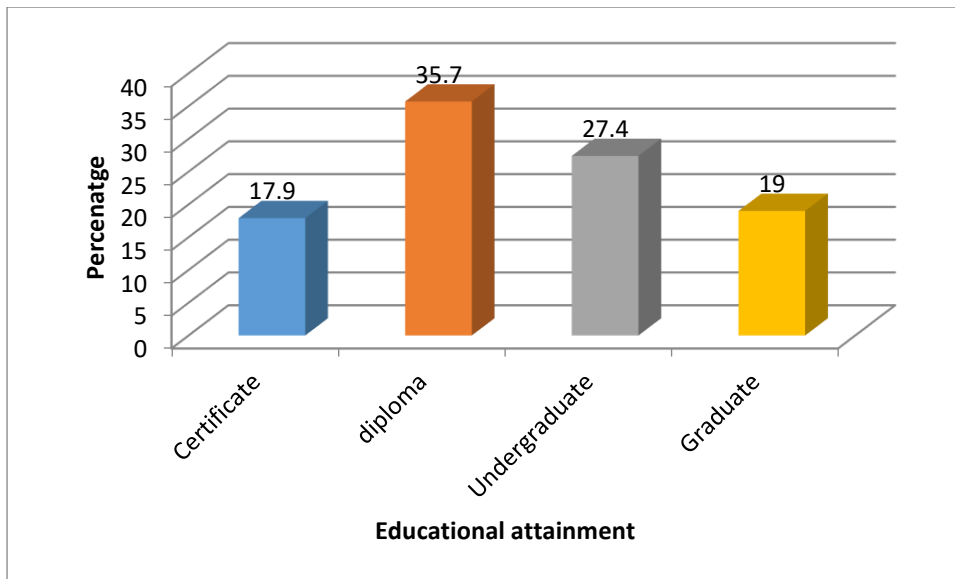
Source: Field Data 2021

### Figure 4.3: Work experience in years

Most 35.7% of clients visiting the national police service commission had worked for 4-6 years while 28.6% had worked for 8-10 years. It was also established that 22.6% of the clients visiting the national police service commission had worked for over 25 years. Only 13.1% had worked for three years and below. The number of years worked may connote the wealth of skills and competences that are required for quality service delivery.

### 4.3.4 Educational attainment

Further, the study investigated the educational attainment of clients visiting the national police service commission. Education is also key necessity in the acquisition of necessary skills and competencies required for quality service delivery. The results are shown in figure 4.4.



Source: Field Data 2021

**Figure 4.4: Educational attainment of the respondents**

Figure 4.4 shows that 35.7% of the clients visiting the national police service commission had educational attainment of diploma, 27.4% were undergraduates. It was also established that 17.9% were certificate holders while 19% were graduates. The level of education may determine the level of technical and soft skills required for service delivery.

#### 4.4 Descriptive Results

Descriptive output results for strategic alignment constructs that comprise operations; employees, customers and technological aspect were tabulated. The section also presents the descriptive results for level of service delivery at the national police service commission. The results comprise the averages and standard deviations.

##### 4.4.1 Strategic alignment

The study tabulated the descriptive results for strategic alignment comprising operations; employees, customers and technological aspect. Table 4.2 presents the output.

**Table 4.2: Responses on Strategic alignment and service delivery**

Strategic alignment	Mean	SD	CV (%)
Operations	3.6	1.2	33.3

The national police commission urgently addresses emerging problems with aim of enhancing service delivery			
The national police commission aligns its operations with its core strategic goals to enhance service delivery	4.0	1.2	30.0
The national police commission continuously improves its operational functions to meet standard set by CoK 2010	3.7	1.2	32.4
The national police commission can make objective decisions to support prompt service delivery	3.8	1.2	31.6
<b>Employees</b>			
The long-term goals of the national police commission are communicated to workers timely and clearly	4.0	1.1	27.5
Employees can prioritize the functions of the commission for effective service delivery	3.9	1.1	28.2
Employees' involvement in task management and delivery is well established at commission	3.9	1.1	28.2
As an employee I'm keen in helping the commission's its core mandate	3.7	1.3	35.1
The employees here work harmoniously and in team to support efficient service delivery	3.9	1.2	30.8
<b>Customers</b>			
The services offered are geared toward customer needs	3.7	1.3	35.1
The commission is customer centered and is focused on client issues	4.0	1.3	32.5
The commission goals are geared toward effective service delivery as stipulated in the service charter	4.0	1.1	27.5
The commission strives to create a good reputation among the clients.	4.0	1.1	27.5
The NPSC departments work harmoniously with ultimate goal of delivering good services to customers.	3.8	1.2	31.6
Customer feedback are highly regarded and used to improve quality of services offered at NPSC.	3.7	1.3	35.1
<b>Technological aspect</b>			
The commission has integrated various departments for easy service delivery via information technology	3.8	1.2	31.6
The ICT adopted by the commission is geared toward minimizing expenses, easing communication with aim of enhancing the service quality,	3.8	1.2	31.6
The technologies adapted by the commission are properly aligned to quality service delivery in terms of functionalities	3.8	1.3	34.2
The commission investment on technologies has led to improved quality of services and efficiency	4.0	1.1	27.5

Source: Field Data 2021

Most of the customers agreed that the national police commission urgently addresses emerging problems with aim of enhancing service delivery, as indicated by mean response of 3.6 and SD of 1.2. The output also indicated that most of customers at NPSC agreed that the national police commission aligns its operations with its core strategic goals to enhance service delivery as shown by mean of 4.0 and SD of 1.2. Finding of the study also revealed that the national police commission continuously improves its operational functions to meet standard set by CoK

2010 with average response of 3.7 and SD of 1.12. It was further noted that the national police commission can make objective decisions to support prompt service delivery as indicated by mean of 3.9 and SD of 1.2.

Employees in an organization are part of strategic alignment required for service delivery. Further, majority of the customers agreed that the long-term goals of the national police commission are communicated to workers timely and clearly as shown by mean of 4.0 and SD of 1.1. Most customers indicated that their issues are prioritized as part of functions of the commission for effective service delivery (mean of 3.9 and SD of 1.1). Most customers indicated that employees' involvement in task management and delivery is well established at commission as shown by mean of 3.9 and SD of 1.1. It was established that majority of employees agreed that employees are keen in helping the commission's its core mandate as shown by mean of 3.7 and SD of 1.3. Majority agreed that the employees at NPSC work harmoniously and in team to support efficient service delivery as shown by mean of 3.9 and SD of 1.2.

Customers further agreed that the services offered are geared toward customer needs as shown by mean of 3.7 and SD of 1.3. It was also found that majority of customers agreed that the commission is customer centered and is focused on client issues as shown by mean of 4.0 and SD of 1.3. It was also agreed that majority agreed that the commission goals are geared toward effective service delivery as stipulated in the service charter as shown by mean of 4.0 and SD of 1.1. Respondents further were agreeing that the commission strives to create a good reputation among the clients as shown by mean of as shown by mean of 4.0 and SD of 1.1. It was also agreed that the NPSC departments work harmoniously with ultimate goal of delivering good services to customers as shown by mean of 3.7 and SD of 1.2. Customers also agreed their feedback are highly regarded and used to improve quality of services offered at NPSC as shown by mean of 3.7 and SD of 1.3.

Additionally, study output showed that the commission has integrated various departments for easy service delivery via information technology as shown by mean of 3.8 and SD of 1.2. Also, customers agreed that the ICT adopted by the commission is geared toward minimizing expenses, easing communication with aim of enhancing the service quality. This was affirmed by average of 3.8 and a SD of 1.2. Customers agreed that the technologies adapted by the commission are properly aligned to quality service delivery in terms of functionalities as shown

by mean of 3.8 and SD of 1.3. It was also established that the the commission investment on technologies has led to improved quality of services and efficiency shown by mean of 4.0 and SD of 1.1. Table 4.3 shows results on service delivery.

**Table 4.3: Service delivery in national police service commission**

<b>Service delivery in national police service commission, Kenya</b>	<b>Mean</b>	<b>SD</b>	<b>CV (%)</b>
The commission is very responsive to customers issues	3.6	1.2	33.3
More crime cases are efficiently resolved	3.8	1.1	28.9
Strategic alignment has enhanced professionalism among the police officers	3.9	1.1	28.2
Complements about police service has increased while complaints went down drastically	3.9	1.2	30.8
Customers are treated politely and fairly at the national police service	3.9	1.1	28.2
Services offered at the national police service are accessible in digital platforms	3.7	1.1	29.7
Customer satisfaction has risen based on compliments written by customer in the suggestion/complaint box	3.9	1.2	30.8

Source: Field Data 2021

Customers at national police service commission agreed that the commission is very responsive to customers' issues as shown by mean of 3.6 and SD of 1.2. Customers also agreed that more crime cases are efficiently resolved as shown by mean of 3.8 and SD of 1.1. It was also found that majority of customers agreed that strategic alignment has enhanced professionalism among the police officers as shown by mean of 3.9 and SD of 1.1. Further, most of customers indicated that complements about police service have increased while complaints went down drastically as shown by mean of 3.9 and SD 1.2. Majority also agreed that customers are treated politely and fairly at the national police service as shown by mean of 3.9 and SD of 1.1. Customers also agreed that services offered at the national police service are accessible in digital platforms as indicated by mean of 3.7 and SD of 1.1. Finally, customers agreed that customer satisfaction has risen based on compliments written by customer in the suggestion/complaint box as shown by mean of 3.9 and SD of 1.2.

#### **4.5 Regression Analysis**

Model fitness results, the analysis of variance and the regression coefficient are presented in Table 4.4.

**Table 4.4: Model Result Output**

Model Summary							
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate		
1	.874 <sup>a</sup>	.763	.751		.38022		
a. Predictors: (Constant), Strategic alignment							
ANOVA <sup>a</sup>							
Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	36.856	4	9.214	63.733	.000 <sup>b</sup>	
	Residual	11.421	79	.145			
	Total	48.277	83				
a. Dependent Variable: service delivery at national police service commission							
b. Predictors: (Constant), Strategic alignment							
Coefficients <sup>a</sup>							
	Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
			B	Std. Error	Beta		
Strategic alignment		(Constant)	.084	.241		.350	.727
	X <sub>1</sub>	Operations	.308	.084	.072	3.667	.003
	X <sub>2</sub>	Employees	.216	.078	.222	2.769	.007
	X <sub>3</sub>	Customers	.389	.084	.387	4.617	.000
	X <sub>4</sub>	Technological aspect	.293	.106	.304	2.754	.007
a. Dependent variable: service delivery at national police service commission							

Source: Field Data 2021

Table 4.4, presents strategic alignment comprising operations, employees, customers and technological aspects are satisfactory variable that explain service delivery in national police service commission, Kenya. This fact was affirmed by the R square of .763. The results imply that operations, employees, customers and technological aspects explain 76.3% of service delivery in national police service commission, Kenya. Providing quality services as stipulated in the organization service charter, is not an easy task and may have to be aligned to the strategic plans of the organization, a phenomenon called strategic alignment. Strategic alignment is viewed to be critical to any organization that desires to enhance service delivery while creating value to the organization, and enhance service delivery to customers. The results concur with Ghonim, et al. (2020) that strategic alignment improves quality and increase responsiveness to customer needs.

Table 4.4 also presented the ANOVA results. The ANOVA output suggests that strategic alignment is a satisfactory indicator of service delivery in national police service commission. This was shown by an F value of 63.733 and a p-value of 0.000. This is acceptable because the  $p < 0.05$ . Strategic alignment is dynamic based on changing business environment, organizational needs, technological changes and changing customers desires. Configuration of organizations elements is conducted to streamline business operation processes. Strategic alignment enables organizations to effectively utilize IT resources, supporting enterprise strategies, product and service provision, business processes which when combined effectively fosters firm competitiveness, and service delivery. The estimated model predicting service delivery at national police service commission, Kenya is presented as;

$$Y = .142 + .954X_1 + .954X_2 + .954X_3 + .954X_4$$

Where

Y = Service delivery at national police service commission

X<sub>1</sub> = Operations

X<sub>2</sub> = Employees

X<sub>3</sub> = Customers

X<sub>4</sub> = Technological aspect

Based on the predictive model, strategic alignment positively and significantly influences service delivery at national police service commission. This regression coefficient implies that a unit change in strategic alignment results to an increase in service delivery at national police service commission. Efficient and effective service delivery is geared toward ensuring that desired level of quality services as stipulated in the organization's service charter are discharged to the people within as short time span (Lewis, 2017). Perceived good service delivery has to be characterized by service excellence, responsiveness, courtesy, respect to customers, efficiency, provision of accurate and comprehensive information to the customers and timely problem resolution. Strategic alignment in terms of functionalities and operations of at the commission can ensure that the effective and responsive approach in the delivery of services.

Operations has positive and significant relationship with service delivery at national police service commission ( $\beta = .308$ ,  $p\text{-value} = 0.003$ ). The results imply that a unit change in strategic alignment results to an increase in service delivery at national police service commission by 308 units. It was also established that employees aspect of strategic alignment has positive and



significant effect on service delivery at national police service commission ( $\beta=.216$ ,  $p\text{-value}=0.007$ ). The results imply that one unit change in employees aspect of strategic alignment results to an increase in service delivery at national police service commission by 216 units. Likewise, the study established that customers as an aspect of strategic alignment has positive and significant effect on service delivery at national police service commission ( $\beta=.389$ ,  $p\text{-value}=0.000$ ) implying that that one unit change in customers of strategic alignment strategic results to an increase in service delivery at national police service commission by 389 units. Technological aspect of strategic alignment was also positively and significantly related to service delivery at national police service commission ( $\beta=.293$ ,  $p\text{-value}=0.007$ ). The results imply that that one unit change in technological aspect of strategic alignment strategic results to an increase in service delivery at national police service commission by 293 units.

#### **4.6 Discussion of Results**

Model summary output showed that operations, employees, customers and technological aspects explain 76.3% of service delivery in national police service commission, Kenya. Providing quality services as stipulated in the organization service charter, is not an easy task and may have to be aligned to the strategic plans of the organization, a phenomenon called strategic alignment. Strategic alignment is viewed to be critical to any organization that wants to achieve its goals, and enhance service delivery to customers. The results concur with Ghonim, et al. (2020) that strategic alignment improves quality and increase responsiveness to customer needs.

The study also found that operations has positive and significant relationship with service delivery at national police service commission ( $\beta=.308$ ). The results imply that a unit change in strategic alignment results to an increase in service delivery at national police service commission by 308 units. Operations entail the alignment of organization activities according to its mission and vision. Configuration of organizations elements is conducted to streamline business operation processes. The results concur with a study by Koskei (2016) who determined the impact of information technology and strategic alignment on performance of the Portland cement firm in Kenya and found that the company attained sustainable competitive advantages by aligning the operations of the company to IT. In addition, the results concur with Sholihah, et al. (2019) who undertook a study on product-service system strategic alignment by linking service transition in relation to product-service system business model employing

systematic literature review and established that operations are critical in quality product and service delivery.

Results further indicated that employees aspect of strategic alignment has positive and significant effect on service delivery at national police service commission ( $\beta=.216$ ). The results indicate that one unit change in employees' aspect of strategic alignment results to an increase in service delivery at national police service commission by 216 units. Employees have the responsibility of delivering the mandate of the organization and thus are key players in efficient and effective service delivery. Employees are critical aspects in enhancing service delivery in an institution. This includes communicating the long-term goals of the commission to workers timely and clearly, encouraging employees to prioritize functions of the commission for effective service delivery, involving employees in task management and creating conducive environment to ensure that employees work harmoniously and in team to support efficient service delivery. The results are in line with Bishop (2016) who examined the challenges of strategic alignment faced by SMEs when selecting accounting software and found that employees are critical aspects in firm growth and competitiveness. Also, Ghonim, et al. (2020) determining effect of strategic alignment on effective firm decision making found that employees has positive and significant effect on the effectiveness of decisions made by the firm.

Customers as an aspect of strategic alignment has positive and significant effect on service delivery at national police service commission ( $\beta=.389$ ) implying that that one unit change in customers of strategic alignment strategic results to an increase in service delivery at national police service commission by 389 units. The sustainability of the organization is anchored on its ability to provide quality services as desired by the customers. Customer forms a critical component of an organization and the satisfaction of customer is the ultimate goal of the organization. The ability of an institution to fulfill the needs of the customer is what defines service delivery. The results concur with Javed and Sharbafi (2011) who undertook a research regarding aligning organization strategy with business process management and found that customers are important in the attainment of enterprises' business goals.

Technological aspect of strategic alignment was also positively and significantly related to service delivery at national police service commission ( $\beta=.293$ ). The results indicate that that one unit change in technological aspect of strategic alignment strategic results to an increase in service delivery at national police service commission by 293 units. The sustainability of the organization is anchored on its ability to provide quality services as desired by the customers.

In the changing business environment, information technology is a critical component in enhancing service delivery and cannot be forgotten. The results agree with Sholihah, et al. (2019) who undertook a study on product-service system strategic alignment by linking service transition in relation to product-service system business model employing systematic literature review and established that strategic alignment is critical in quality product and service delivery. Likewise, Al Khalifa (2016) investigating if strategic alignment affects performance of Bahrain public institutions found that strategic alignment positively impacted performance of public institutions. Hassan (2015) also noted that strategic alignment of functions in the public institutions enhances effective public service delivery.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

The chapter outlines the summary, conclusion and recommendations. The chapter also ends with study topic for future research based on the limitation encountered in this study. Finally, the study ends with the limitation of the study.

## 5.2 Summary of the Study

The chapter shows summary, conclusions and recommendations of the study. The variables of the study were strategic alignment and service delivery in national police service commission, Kenya. The objective of the study was to determine the influence of strategic alignment on service delivery in national police service commission. Strategic alignment entailed operations; employees, customers and technological aspect. Descriptive survey design was employed. The target population was 126 members of the public visiting the NPSC on daily basis. Structured questionnaire was the main tool of collecting data. Data analysis entailed both descriptive and inferential results. Descriptive statistics comprised the means and standard deviations whereas inferential shall entail simple linear regressions.

Descriptive output indicated that most of members of the public visiting the national police service commission were agreeing that operations in the commission that include ability of the NPSC to address emerging problems with aim of enhancing service delivery, operations with its core strategic goals to enhance service delivery continual improvement of NPSC operations to meet standard set by CoK 2010 and objective decisions to support prompt service delivery. Operations entail the alignment of organization activities according to its mission and vision.

The respondents also agreed that employees are critical aspects in enhancing service delivery in an institution. This includes communicating the long-term goals of the commission to workers timely and clearly, encouraging employees to prioritize functions of the commission for effective service delivery, involving employees in task management and creating conducive environment to ensure that employees work harmoniously and in team to support efficient service delivery. Employees have the responsibility of delivering the mandate of the organization and thus are key players in efficient and effective service delivery.

Majority of respondents also agreed that customers are critical component in enhancing service delivery at national police service commission. Members of the public agreed that addressing customer expectations, being customer oriented, creating good rapport with customers, working harmoniously with customers and taking into consideration customer feedback are what drives quality service delivery at national police service commission. The ability of an institution to fulfill the needs of the customer is what defines service delivery. Customer forms a critical component of an organization and the satisfaction of customer is the ultimate goal of the organization.

The respondents also agreed that technology integration in the organizations is geared toward achieving enhanced service delivery. The proper alignment of technologies to organization goals influences service delivery. It is argued that investment in technology improve work processes, reduces costs of operations, enhances communication, with customers enhancing service quality. In the changing business environment, information technology is a critical component in enhancing service delivery.

The study found that strategic alignment explains 74.4% of service delivery in national police service commission, Kenya. In addition, ANOVA output suggests that strategic alignment is a satisfactory indicator of service delivery in national police service commission (F value= 238.424,  $0.000 < 0.05$ ). Regression coefficient results showed that strategic alignment positively and significantly influences service delivery at national police service commission. Strategic alignment enables organizations to effectively utilize IT resources, supporting enterprise strategies, product and service provision, business processes which when combined effectively will foster firm competitiveness, and service delivery.

### **5.3 Conclusion of the Study**

Strategic alignment has positive and significant influence on service delivery at the national police service commission. Key constructs of strategic alignment deemed crucial in enhancing service delivery are operations; employees, customers and technological aspect. The study thus concludes that strategic alignment enables institutions to effectively utilize the technological resources, customers and employees in support of organizational strategies through integration of the IT resources, and business processes which when combined effectively will increase the level of service provided to customers.

### **5.4 Implications of the Study**

#### **5.4.1 Implication to Theory**

The study found that operations; employees, customers and technological aspect have a positive and significant effect on service delivery at the national police service commission. The study contributes to the postulation of the contingency theory that the functionality of an organization depends on the alignment of contingent factors that include technology, firm system of operations and the surrounding business environment. The theory emphasizes on

technology, organization culture and external business environments (customers) are critical in enhancing quality service provision. The contingent factors are thus relevant in aligning organization goals toward achieving desired service delivery and organizational growth.

In addition, the results supports the argument by system theory that subcomponents sub entities in a system can be understood when are related to one another compared when are explored independently and thus useful in understanding how various entities in a system work together. System theory is useful in modeling operations, employees, customers and technological information with aim of improving service delivery. System theory argues that system comprise many small other entities that function together to one common outcome. Likewise, the results supports the Strategic Alignment Model that key entities in an organization comprising strategy, people, customers and processes are arranged and integrated together so that they function toward common organization goal.

#### **5.4.2 Implication to Practice**

The study established that strategic alignment positively and significantly impacts service delivery at the national police service commission. Key items that form strategic alignment deemed are operations; employees, customers and technological aspect. The recommendations of the study are based on these items.

The role played by employees in enhancing service delivery in an organization is immense. Employees have the responsibility of delivering the mandate of the organization and thus are key players in efficient and effective service delivery. The study recommends for continuous support of employees abilities through capacity building that entail periodic in service trainings for enhanced pool of skill and competencies in service delivery. The training can be conducted in form of workshops and seminars organized by national police service and human resource agencies. There is also need to recognize the efforts by employees through reward and recognition for work done exemplary.

The system of operations in an institution is critical in enhancing service delivery. Operations entail the alignment of organization activities according to its mission, vision and goals. The national police service commission needs to streamline their operations in line to their strategic goals of quality service delivery featured by discipline, professionalism, competence, integrity, ethical conduct guided by accountability, transparency, and respect to human rights alongside promoting good rapport with public. There is need for periodic re-assessment of NPSC

operations with view of ensuring that they are in line with the goal of enhancing service delivery and making any necessary operations adjustments.

Customer forms a critical component of an organization and the satisfaction of customer is the ultimate goal of the organization. The ability of an institution to fulfill the needs of the customer is what defines service delivery. There is need for the national police service commission to provide platforms of fetching customer feedback regarding the nature of services offered and how customers are treated in the organization. The platforms may include suggestion box and online based platforms where customers can presents their complements or complaints.

Technology integration in an organization is vital in enhancing firm operations. There is need for the national police service commission to integrate its services with technology support system. The technologies should target communication feedback among employees, customers and other stakeholders. In addition, the technologies employed should aim to creating efficiency in service provision at the national police service commission.

#### **5.4.3 Implication to Policy Formulation**

The findings of the study regarding to relationship between strategic alignment and service delivery in national police service commission. The study findings are significant to policy development. The results inform policy making and decisions at the NPSC. Since NPSC is an independent body created by the 2010 Constitution, policymakers may have to refer to the 2010 Constitution to ensure that the commission discharging its duties as per the provisions of the law.

#### **5.5 Areas Suggested for Further Research**

It was found that operations, employees, customers and technological aspect are critical in organization service delivery. However, the viability of operations, employees, customers and technological aspect may not mean much in promoting service delivery without leadership support and resources. Further study should include leadership support as key component in enhancing services delivery as the mediating variable and firm resources as moderating variable.

## **5.6 Limitation of the Study**

Some of participants were not willing to provide certain information pertaining to nature of services provided by the national police service commission. Nonetheless, this was remedied by informing participants that the data is meant for purposes of academic researches only.

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## **APPENDICES**

### **Appendix I: Introductory letter to the Respondents**

Dear Sir/Madam,

#### **RE: REQUEST TO COLLECT DATA FOR ACADEMIC RESEARCH PROPOSAL**

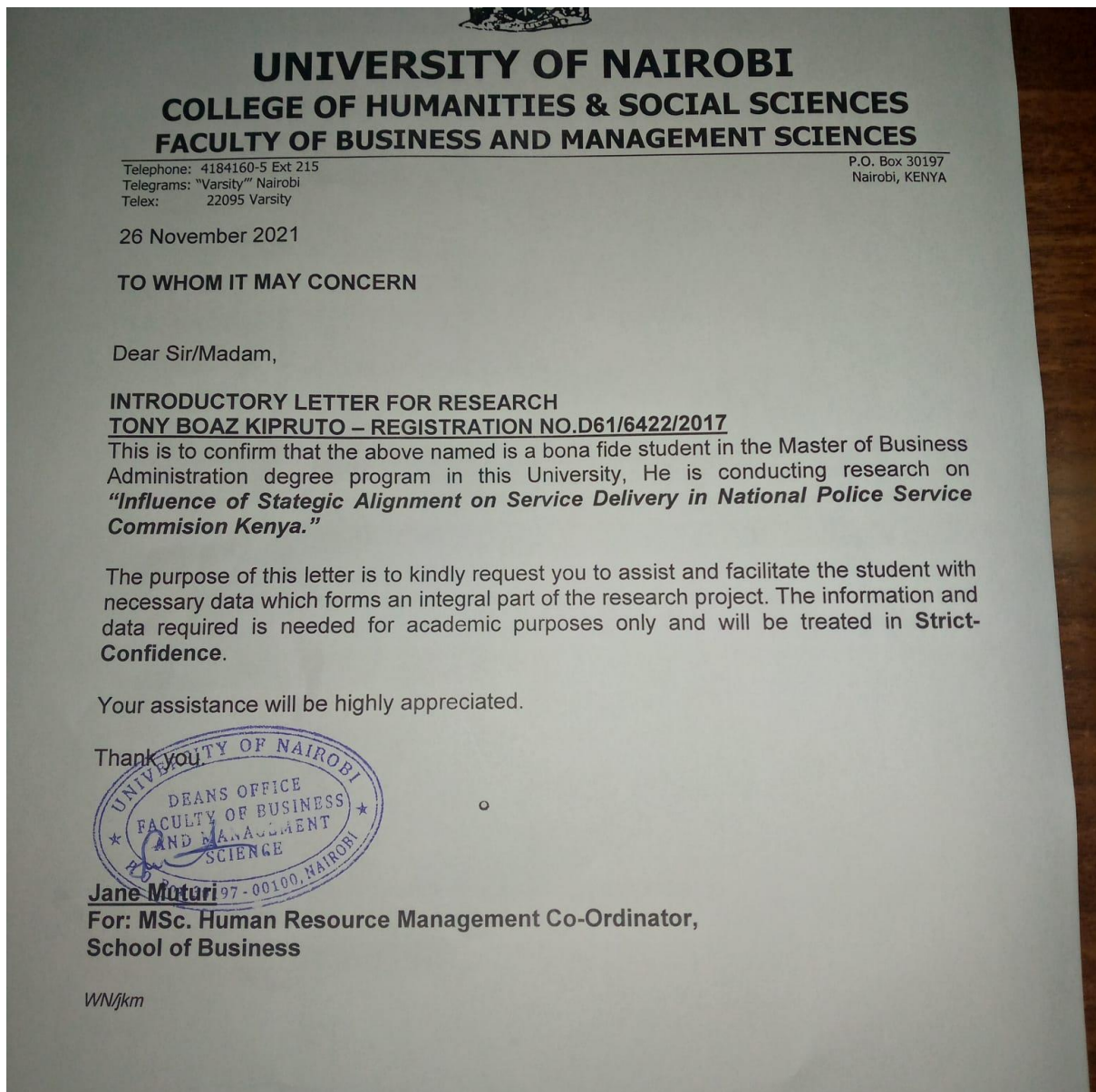
I am a post graduate student from the University of Nairobi. I am undertaking a research proposal on **“influence of strategic alignment on service delivery in national police service commission, Kenya”**. By participating in the study, you will be supporting academic progress. The information provided is only for purpose of research only and will not be used against the commission.

Thank you.

Yours faithfully,

**Tony Kipruto**

## Appendix II: UoN Letter of Introduction



### Appendix III: Questionnaire

The questionnaire aims at gathering data to investigate the influence of strategic alignment on service delivery in national police service commission, Kenya. Information provided will be held in confidence.

#### INSTRUCTIONS

Fill the questionnaire by ticking (√) where best suits.

#### SECTION A: DEMOGRAPHIC INFORMATION

1. Gender; (tick)      Male { }                      Female { }
2. Age;
 

Below 25 years	{ }	26 – 35 years	{ }
36 – 45 years	{ }	Over 45 years	{ }
3. Work experience;
 

Below 3 years	{ }	4 – 6 years	{ }
8 – 10 years	{ }	Over 10 years	{ }
4. Educational attainment
 

Certificate	{ }	Diploma	{ }
Undergraduate	{ }	Graduate	{ }

#### **Section B: Strategic alignment and service delivery**

Please tick (√) one cell for each statement on strategic alignment influence of service delivery in national police service commission, Kenya. Use the scale where **1: Strongly disagree; 2: disagree; 3: neutral; 4: Agree; 5: Strongly agree.**

<b>Strategic alignment</b>	1	2	3	4	5
<b>Operations</b>					
The national police commission urgently addresses emerging problems with aim of enhancing service delivery					
The national police commission aligns its operations with its core strategic goals to enhance service delivery					
The national police commission continuously improves its operational functions to meet standard set by CoK 2010					
The national police commission can make objective decisions to support prompt service delivery					
<b>Employees</b>					
The long-term goals of the national police commission are communicated to workers timely and clearly					



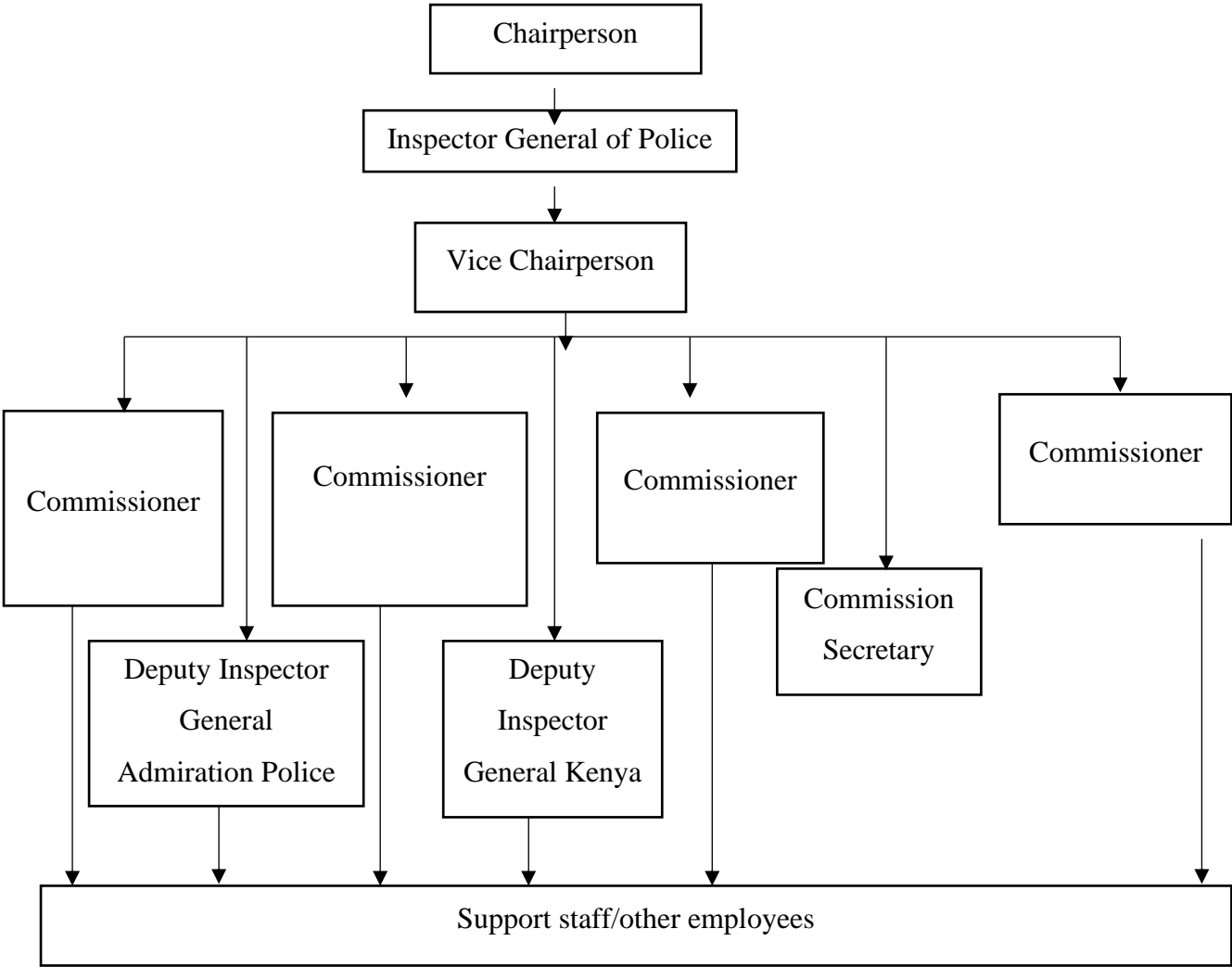
Employees can prioritize the functions of the commission for effective service delivery					
Employees' involvement in task management and delivery is well established at commission					
Employee are keen in helping the commission's achieve its core mandate					
The employees here work harmoniously and in team to support efficient service delivery					
<b>Customers</b>					
The services offered are geared toward customer needs					
The commission is customer centered and is focused on client issues					
The commission goals are geared toward effective service delivery as stipulated in the service charter					
The commission strives to create a good reputation among the clients.					
The NPSC departments work harmoniously with ultimate goal of delivering good services to customers.					
Customer feedback are highly regarded and used to improve quality of services offered at NPSC.					
<b>Technological aspect</b>					
The commission has integrated various departments for easy service delivery via information technology					
The ICT adopted by the commission is geared toward minimizing expenses, easing communication with aim of enhancing the service quality,					
The technologies adapted by the commission are properly aligned to quality service delivery in terms of functionalities					
The commission investment on technologies has led to improved quality of services and efficiency					

**Section C: Service delivery in national police service commission, Kenya**

Please tick (√) one cell for each statement regarding service delivery in national police service commission, Kenya. Use the scale where **1: Strongly disagree; 2: disagree; 3: neutral; 4: Agree; 5: Strongly agree.**

<b>Service delivery</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The commission is very responsive to customers issues					
More crime cases are nowadays efficiently resolved					
Strategic alignment has enhanced professionalism among the police officers					
Complements about police service has increased while complaints went down drastically					
Customers are treated politely and fairly at the national police service					
Services offered at the national police service are accessible in digital platforms					
Customer satisfaction has risen based on compliments written by customer in the suggestion/complaint box					

**Appendix IV: Organizational Chart**



Organizational structure: National Police Service Commission

## Appendix V: Research Permit

  
**REPUBLIC OF KENYA**

**Ref No: 484187**

**RESEARCH LICENSE**



**This is to Certify that Mr. TONY BOAZ KIPRUTO CHEBOTIBIN of University of Nairobi, has been licensed to conduct research in Nairobi on the topic: INFLUENCE OF STRATEGIC ALIGNMENT ON SERVICE DELIVERY IN NATIONAL POLICE SERVICE COMMISSION, KENYA for the period ending : 01/December/2022.**

**License No: NACOSTI/P/21/14697**

**484187**  
Applicant Identification Number

  
Director General  
**NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION**

Verification QR Code



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Website: www.nacosti.go.ke

### Appendix VI: Work Plan

<b>Activity</b>	<b>Sept 2021</b>	<b>Oct 2021</b>	<b>Nov 2021</b>	<b>Dec 2021</b>	<b>Feb 2022</b>	<b>March 2022</b>
Develop proposal						
Presentation						
Collecting data						
Data entry & coding						
Analyzing data						
Reporting findings						
Submitting final draft						

### Appendix VII: Budget

<b>Item</b>	<b>Quantity</b>	<b>Unit Price KES</b>	<b>Total</b>
Stationery	1	5,000	5,000
Photocopying	20	500	10,000
Typing	1	6000	6,000
Binding	20	100	2,000
Internet	1	10,000	10,000
Data collection	2	30,000	60,000
Publication	1	10000	10,000
Contingency 20%			32,600
<b>Total</b>			<b>135,600</b>

**APPENDIX VII: TURNITIN REPORT( TONY KIPRUTO)**



04/12/2021



**4<sup>TH</sup> DECEMBER 2021.**

**INFLUENCE OF STRATEGIC ALIGNMENT ON SERVICE DELIVERY  
IN NATIONAL POLICE SERVICE COMMISSION, KENYA**

ORIGINALITY REPORT



PRIMARY SOURCES

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