



STRATEGIC ALIGNMENT AND DELIVERY OF SERVICE OF NATIONAL POLICE SERVICE OFFICERS IN NAIROBI CITY COUNTY KENYA

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ABSTRACT

The objective of this study was to examine the strategic alignment and delivery of service of National Police Service officers in Nairobi City County, Kenya. Specifically the study objectives were to assess the effect of structure alignment, cultural alignment, resource alignment and technological alignment on service delivery by NPS officers. The study was guided by Structural Contingency Theory, Resource-Based View theory and the Dynamic Capabilities Theory. A descriptive research design was adopted in the study. A total of 6,945 officers from all ranks and departments within the police force in eleven police sub counties in the formed Nairobi City County made up the target population. Questions were asked in both closed and open formats. For this research, the study collected both quantitative and qualitative information. The mean and standard deviation played a part in characterizing the data, as other statistical methods for expressing and inferring interpretation from quantitative data. Regression analysis was used as inferential statistics. The outcomes of the analysis would provide valuable materials for enhancing resource allocation, change management and cultural adaptation by the National Police Service. The study found a positive significant relationship between structure alignment, cultural alignment, resource alignment, technology and service delivery by NPS. The study concludes that when the organizational structure of the NPS is aligned with its goals and objectives, it leads to better coordination and communication among different departments and units. Aligning culture with service delivery help create a more authentic and immersive experience for visitors. Aligning resources improves efficiency and effectiveness in the delivery of services. The NPS in Kenya streamline their processes and automate various tasks by aligning technology with the delivery of services. The study recommends that the NPS should implement a centralized system for resource allocation and coordination. The NPS should focus on the implementation of cultural competency training for staff members to help employees better understand and appreciate the cultural norms, values, and beliefs of the communities they serve.

Keywords: Structure Alignment, Cultural Alignment, Resource Alignment, Technological Alignment, Service Delivery

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INTRODUCTION

The capability of an organization to improve its performance and gain an advantage over its competitors is contingent on the organization's ability to obtain resources and deploy them in line with the requirements posed by its competitors. To accomplish this alignment, it is necessary for supervisors at various levels and across different units within the organizational hierarchy to have an understanding that is common on the organization's focus (Bryson, 2018). This understanding is required in order to achieve this alignment. If a business does not pay attention to the process of harmonizing their strategies, there is a chance that they could fail. For this reason, it is absolutely necessary to make use of a variety of strategies in order to improve an organization's performance. According to Rajasekar (2014), efficient strategic management necessitates the intelligent selection of strategies that are designed to ensure the success of a company in an environment that is continuously undergoing change.

The modern corporate environment is characterized by complexity and volatility, which compels firms to continuously seek for effective solutions to the difficulties they face. According to Sherehey&Karwoski (2014), the contemporary environment is undergoing change at a more rapid rate than is typical. Because of this, it is necessary for companies to often adjust to shifting situations. After the end of World War II, public services in a great number of countries went through a period of tremendous transformation. According to Mwangi (2018), various nations are in the process of reorganizing the management of their public services in order to improve the quality and timeliness of the services that are offered to their respective populations.

There is a growing public sector emphasis on performance management in Kenya, with the primary goal being to improve service quality by increasing levels of productivity, efficiency, and competence. This technique is applicable on a

variety of levels, ranging from an individual's performance to the efficacy of an organization. The implementation of novel approaches to the provision of public services is an essential component of Kenya's Vision 2030, which aims to establish the country as a globally prosperous and competitive nation. A Public Service Delivery Innovation Policy has been prepared by the government of Kenya in order to encourage public workers to adopt innovative methods and to foster systemic innovation. This strategy promotes an innovative culture and investigates the existing opportunities for innovation in service delivery (Hope, 2018).

Concerns about the level of service provided by police officers have been a topic of conversation both within the public and the organization. It is possible to define it as the standard operating procedures in police that are designed to establish both direct and indirect interactions with members of the public. According to Maslov (2015), this essentially entails the normal duties that are carried out in police and that directly affects conflict management and affects people's lives as well as the order of society. Historically speaking, the major responsibility of the police force has been to establish an atmosphere in which the rights of the populace are honoured. However, relying merely on a decrease in crime rates as a measure of the service delivery provided by police officers is insufficient. This is because police personnel have other responsibilities. According to Dave et al. (2015), other metrics than the number of arrests made and reaction time can be used to evaluate the quality of police service delivery. These metrics include a decreased number of complaints lodged against the police, adherence to predetermined standards, the number of people arrested, and response time. According to Maslov (2015), police managers and administrators ought to be informed about how to measure the delivery of service of police personnel so as to assess the correctness of particular internal policies.

The SERVQUAL model, which was advanced by Parasuraman (1985) has five aspects of service quality that are included in the model are tangibility, empathy, responsiveness, assurance, and reliability. These factors imply that there is a discernible divide between the services that police officers deliver and the expectations of their patrons. According to Yarimoglu (2014), the following aspects of services are noteworthy:

The analysis of a company's business strategy in relation to the various regulatory demands at different levels is required in order to bring it into alignment with the organization's overall strategy. Strategic alignment is an essential way for satisfying the requirements of programs relating to work methodology. In addition to this, it helps in determining one's strengths and limitations. According to Richman (2015), the success of strategic alignment is dependent on how effectively the strategy helps to the accomplishment of the organization's objectives.

To achieve strategic alignment, Selen & Ogulin (2014) stress the importance of providing all employees with a clear picture of the company's goals and an explanation of how their work fits into the bigger picture. Management in this context is steering the company in a direction that raises employee consciousness of and buy-in to the company's mission, vision, and strategic objectives.

The company strategy can be aligned with the organization's strategy by assessing regulatory expectations at various levels, making strategic alignment a significant technique to meeting the requirements of programs connected to work processes. Finding one's own areas of strength and improvement is another benefit. How well a strategy helps an organization reach its objectives is a key factor in determining how well the plan contributes to strategic alignment (Richman, 2015).

NPS aims to establish itself as an international law enforcement agency with a competent, adaptable, and well-trained staff. Their mission is to provide high-quality services that cater to the requirements

of their clients, while upholding the principles of law and fostering strong community relationships. This is done to support Kenya's social, political, and economic advancement (Koech, 2016). Consequently, the NPS is entrusted with a significant responsibility to safeguard and advocate for individuals, regardless of their geographical jurisdiction, be it at the state, sub-county, county, or national level. The NPS is required to exercise fiscal responsibility in managing taxpayer funds while fulfilling its duties of defense and service. Consequently, the significance of the success measures on both individual officers and the entire service is readily apparent (Roufa, 2016).

Statement of the Problem

A disturbing tendency of police wrongdoing, most notably in Nairobi City County (NCC), was highlighted in the 2019 Nairobi County Crime Statistics Report. Police officers in Kenya, who are paid to defend the public, are increasingly being implicated in robberies committed against the people they have sworn to serve and protect. Hope's (2018) research also shows that service delivery in NCC and its metropolitan districts has been on the decline. The decline in crime can be attributed to a deficiency in well-planned criminal intelligence, a rise in organized criminal activities, occurrences of mishaps and accidents, and also a decrease in police visibility.

Tembur's (2017) research indicated that year after year, the Kenyan NPS topped the list of the country's most corrupt institutions. In addition, Oliver, Patrick, and Alexander (2015) found that police officers from certain tribal backgrounds experienced a large decline in discipline after 1961. Corruption, unlawful and arbitrary arrests, absenteeism, tardiness, and leaving workstations before the official end of their shifts were all cited as examples of poor performance among police officers in many divisions in the Kenya Police Service Annual Crime Report for 2014.

Previous studies on the NPS's service delivery have mostly ignored the strategic alignment importance. Strategic alignment and its impacts on police force

effectiveness have received scant academic attention. For instance, Mutua (2016) looked at the difficulties of NPS strategy execution but avoided the related performance management issues. In addition, Oreje (2017) ignored the broader context of police service delivery in favour of studying only the police headquarters in Nairobi County. Aligning business and information systems strategy has been shown to improve company performance in a separate study by Aagaard (2016). For their part, Dibrell et al. (2014) claimed that organizations can benefit from dynamic marketplaces by gaining a competitive edge that increases brand exposure, operational efficiency, and profits. Unfortunately, there is no gold-standard metric showing a direct link between strategic alignment and company success. Therefore, this study was essential in filling in the gap by investigating the connection between strategic alignment and the delivery of service of the NPS in Kenya, especially within NCC, as none of the aforementioned studies directly address the specific research topic.

Objectives of the Study

The study generally examined the strategic alignment and delivery of service of National Police Service (NPS) officers in Nairobi City County (NCC), Kenya. To the specific, the study sought:

- To assess the effect of structure alignment National Police Service officers service delivery in Nairobi City County.
- To analyse the effect of cultural alignment National Police Service officers service delivery in Nairobi City County.
- To evaluate the effect of resource alignment on delivery of service of National Police Service officers in Nairobi City County.
- To determine the effect of technological alignment National Police Service officers service delivery in Nairobi City County.

LITERATURE REVIEW

Structural Contingency Theory

According to the structural contingency theory, the level of alignment or compatibility that exists

between an organization's organizational structure and the contingent elements determines the level of success that the organization will have. According to House and Rousseau (1992), an organization's viability and effectiveness are directly proportional to the degree to which its structural components and the aforementioned criteria are aligned. In addition, it has been suggested that most notions of alignment can be categorized as belonging to one of these three approaches: selection, interaction, or systems. Considerably of the current research in the fields of contingency theory and the paradigm of strategy-structure-performance make use of the other two methods, while the systems approach is used considerably less frequently. However, the first two approaches are used rather regularly.

The Theory of Resource-Based View

Penrose in the year 1959 was the first person to propose four qualities of resources that can contribute to a company's competitiveness. Wernerfelt (1984) went on to further develop and enhance the concept that Penrose (1959) had presented. Value, scarcity, imprecise imitability, and inability to be replaced by other options are some examples of these traits. Barney (1991) presented the Resource-Based View (RBV) hypothesis as a fundamental framework for understanding how organizations can obtain a competitive advantage. This theory serves as a foundation for understanding how organizations can gain a competitive advantage.

RBV is constructed using these three key ideas as its foundation: a company's resources, its competitive advantage, and its sustained competitive advantage. The fundamental premise of this theory is that a resource can provide a persistent competitive advantage provided it satisfies the Valuable Rare Non-Substitutable&Inimitable criteria (Barney, 1991). These criteria state that a resource must be valuable, rare, inimitable, and non-substitutable in order to qualify. In accordance with the fundamental Resource-Based tenets theory emphasized the fact that the assets of a company

have a substantial influence on the company's overall success.

Theory of Dynamic Capabilities

The Theory of Dynamic Capability was initially developed by Teece *et al.* (1997) describe dynamic capabilities as an organization's skill in coordinating and responding to external and internal shifts in competency requirements. The dynamic capabilities concept arose to address a major flaw in the resource-based view (RBV). It has been argued that the RBV ignores resource-related factors because it presumes that resources already "exist" without looking into their production, integration, or use. The process-oriented dynamic capabilities approach seeks to bridge this gap by better synchronizing an organization's assets with the ever-changing demands of the market. An organization can better manage its resource portfolio and guard against the erosion of its competitive edge with the use of dynamic capabilities.

The RBV gives more weight to the selection of suitable resources, while dynamic capabilities place a greater emphasis on renewal and resource development. According to Wade & Hutland (2004), in uncertain environments, resources that incorporate several elements of dynamic capabilities are useful to enterprises.

The Model on Strategic Alignment

The model on strategic alignment developed by Labovitz & Rosansky (1997) can be used as a yardstick to evaluate a company's performance. With alignment, all of an organization's stakeholders can be certain that they are pulling in the same direction because the company's systems, processes, employees, and customers are all interconnected. The team's synergy would allow them to serve their clients better than ever before. Everybody in the system needs to be rowing in the same direction and cooperating with one another.

By adjusting various factors inside an organization, strategic alignment (Srivastava, 2014) facilitates more effective plan implementation. According to Chen, Huang, and Fang (2017), processes are in

alignment if there is consistency in approach and consideration of relevant context. According to Labovitz and Rosansky (2012), alignment facilitates cooperation among managers at all levels of a company. They claim that alignment is the secret to success because it fosters cooperation and coordination among personnel, customers, processes, and strategies. They demonstrated that, by regularly adjusting their strategy, businesses can improve their performance and keep their competitive edge despite fluctuations in the external environment.

SERVQUAL Model

Parasuraman, Zeithaml, and Berry (1985) came up with the notion to fulfill what consumers expect and what they really experience when using a given product or service. Past interactions between a consumer and service provider inform the quality of service that is currently anticipated. The model illustrates 10 aspects that may affect the appearance of the gap. These are promptness, dependability, knowledge, communication, availability, ease of access, safety, confidence in the service, tangibles, and familiarity with the customer's needs.

Later, Suuroja (2003) refined the model and identified five overarching characteristics of high-quality service. Customer satisfaction can be increased by focusing on the following areas: reliability, responsiveness (the speed with which services can be provided and the eagerness to help customers), empathy (the provision of individualized care), and assurance (competence and the ability to instill trust and confidence in the customer).

Buttle (1996) argues that the model is flawed since the number of variables used to measure service quality varies depending on the specific situation. However, the model is still applicable since it explains how service delivery by police officers' may be improved in terms of empathy, responsiveness, tangibility, reliability, and assurance.

Empirical Literature Review

Delivery of Service and Structural Alignment

Organizational structure, as defined by Thompson (2007), is the established order inside an organization of lines of command and lines of communication. For their part, Goldhaber, Dennis, Richetto, and Wio (2004) characterize an organization's structure as its "network of relationships and roles." Strategy, structure and performance, and structure with performance and the congruence of strategy are the key linkages that have been explored by academics of organizational theory (Jeminson, 2003). Organizational structure and processes must be appropriate for the strategy to succeed (Chandler, 1962; Channon, 1971), as a whole. Division of labor, allocation of responsibilities, and the establishment of formalized systems for coordinating various activities and tasks are all aspects of an organization's structure. Because of its role in directing and coordinating available resources toward satisfying customers' needs, organizational structure appears to be a crucial aspect in gaining and retaining a competitive edge. According to this line of thinking, the effect of the company's structure on its performance will be seen indirectly, via the competitive strategy (Edelman, Brush, & Manolova, 2005).

Delivery of Service and Cultural Alignment

Australian researchers Baird *et al.* (2017) found that businesses need a unique culture to support their chosen strategies. They used a modified version of an organizational culture profile questionnaire to classify six modified cultural norms: focus on outcomes, focus on details, focus on people, focus on innovation, focus on teams, and focus on stability. The study findings underscored the value of a focus on results within an organization's culture. Organizational tactics were evaluated using the four categories proposed by Miles and Snow (1978): Prospectors, Defenders, Analysers, and Reactors. The study also found that prospectors need a results- and innovation-focused culture

more than defenders do. A defender's strategy organization places a premium on stability and attention to detail, while a reactor's strategy organization scored lowest in all cultural orientations.

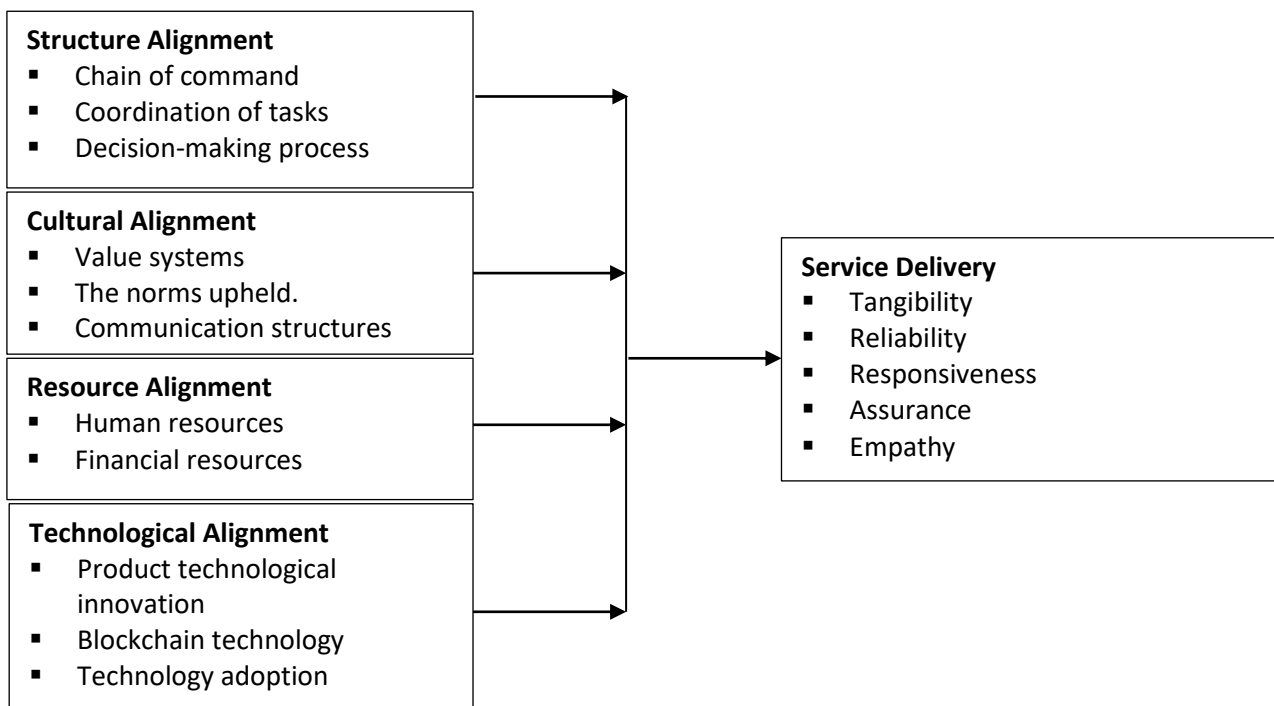
Delivery of Service and Resources Alignment

Gachuhi and Awuor (2019) conducted a study on the viability of SMEs in Kenya's Githunguri sub-county, with a special emphasis on the role of strategic management. They used semi-structured questionnaires to gather information, which provided an opportunity to collect both quantitative and qualitative information. Descriptive and inferential statistics were used for the quantitative data, while content analysis was performed on the qualitative data. The results of the study emphasized the significance of financial management, supply chain process enhancement, supply chain optimization, and human resource capacity building for agribusinesses' long-term viability and performance.

Delivery of Service and Technology Alignment

IT managers can benefit from Cumpset *al.* (2016) investigation of strategic IT alignment, analysis of the contextual dependence of business-ICT alignment, and presentation of practical advice. Six hundred and forty-one businesses from a variety of sectors and seven European nations filled out an online survey for this study. According to the results, firms that treat their ICT assets like true business enablers see a boost in performance and a competitive edge. Four methods (RBV, contingency-based, linear, and nonlinear) were used to examine strategic IT alignment by Oh and Pinsonneault (2017). The top executives and IT heads at 110 different companies provided the information. Both the RBV and the contingency-based methods were able to describe the effect that IT applications had on the performance of the firms. Companies that had a high degree of strategic alignment between their business and information systems plans did better than those that had a low degree of strategic alignment.

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

METHODOLOGY

Descriptive research design which is a technique that aims to paint a true picture of something was used. The target audience consists of NPS officers serving in eleven police sub-counties within NCC. This population encompasses a total of 6,945 officers, spanning across different ranks and assigned to various units that share a unified policing framework, as reported by the Kenya Police Service Data Centre in September 2020.

Through the use of geographical stratification, six police sub-counties within NCC were chosen. The respondents were picked randomly from the 6 police stations above from the various rank within the service, the unit of observation was the national service while the unit of analysis was police station.

The research entailed the collection of primary data, which was gathered utilizing of questionnaires. Content validity, face validity, and construct validity was all examined in this research. The researcher assessed the instrument's face

validity, which measures its suitability from the researcher's point of view. Experts, like as the researcher's supervisor from Kenyatta University, examined the questionnaires for content and construct validity, and the researcher also carefully review the relevant theoretical and empirical literature.

The instruments' reliability and internal consistency was tested and examined in this study. Twenty police officers from nearby Kiambu County participated in a pilot research to examine the reliability and validity of the questionnaires. Cronbach's Alpha Coefficient was used, with a cutoff of 0.7, to determine the trustworthiness of the survey.

A mixed-methods approach was employed to analyse the data, encompassing both quantitative and qualitative data. Quantitative data analysis involved the application of statistical techniques to quantify and derive patterns from numerical data. In addition to descriptive statistics, inferential

statistics were utilized to explore relationships and associations within the quantitative data.

FINDINGS AND DISCUSSIONS

Response Rate

247 respondents from different sub-counties within Nairobi City, Kenya received the questionnaires. Table 1 displays their rate of response.

Table 1: Response Rate

Category	Frequency	Percentage
Response	225	91.1
Non response	22	8.9
Total	247	100

Source: Survey Data (2024)

Table 1 shows that the questionnaires received from participants amounted to 91.1% while 8.9% of the questionnaires that were distributed were not returned. Orodho (2005) stated that a response rate of at least 80% is sufficient for conducting data analysis. Consequently, a study participation rate of 91.1% was considered suitable for analyzing the data.

Results of Descriptive Statistics

Descriptive statistics, including Mean (M) and Standard Deviation (SD), were utilized in analyzing quantitative data according to the study's specific goals, which were produced using SPSS. The results are outlined as follows.

Structure Alignment

The study sought to assess the effect of structure alignment National Police Serviceofficers service delivery in Nairobi City County. The descriptive statistics obtained are presented in Table 2.

Table 2: Structure Alignment

Statement	M	SD
There is a clear chain of command	3.90	1.096
The organizational structure delineates unambiguous reporting hierarchies.	4.50	0.499
Employees understand the values of the NPS at any moment in time.	4.61	0.386
The organizational structure should possess sufficient flexibility to adapt to immediate requirements.	3.76	1.237
The span of control is clear	4.09	0.909
Employees are involved in all decision making	3.64	1.357
Seniority is highly respected	3.88	1.117
Aggregate mean and standard deviation score	4.05	0.943

Source: Survey Data (2024)

The results in Table 2 signify that the respondents generally agreed on the assertions describing the effect of structure alignment on National Police Service officers service delivery in Nairobi City County as evidenced by an aggregate mean and std dev of 4.05 and 0.943 respectively based on likert scale. The finding agrees with by Pertusa-Ortega (2008) research that focused on the effect of

internal elements of organizational structure on firm performance. The positive effects on firm performance were found for strategies that did not compromise on either front (high differentiation or low cost), and the findings suggested that the design of organically flexible organizations with mechanical components could provide the

organizational support necessary to achieve an appropriate hybrid strategy.

The respondents strongly agreed that; Employees understand the values of the NPS at any moment in time (M=4.61, SD=0.386) and the organizational structure delineates unambiguous reporting hierarchies. (M=4.50, SD=0.499). The finding are congruent with Mansooret *al.* (2012) research on the effect of a change in organizational structure on performance can be mitigated by corresponding changes in the external business environment. They came to the conclusion that, in order to outperform competitors, the organization's structure must be adapted on an ongoing basis to reflect changes in the external environment.

The respondents agreed that; the span of control is clear (M=4.09, SD=0.909), there is a clear chain of

command (M=3.90, SD=1.096), seniority is highly respected (M=3.88, SD=1.117), the organization structure to be flexible enough to adjust immediate needs (M=3.76, SD=1.237) and employees are involved in all decision making (M=3.64, SD=1.357). The finding agrees with Maduenyi, Oluremi, and Fadeyi (2015) who concluded that the form of an organization significantly affects its monetary and non-monetary success. Organizational structure has both direct and indirect influences on productivity, as shown by an analysis of firm structures in

Cultural Alignment

The study sought to assess the effect of cultural alignment National Police Serviceofficers service delivery in Nairobi City County. The descriptive statistics obtained are presented in Table 3.

Table 3: Cultural Alignment

Statement	M	SD
The lines of communication are clear	4.53	0.470
Communication channels are clear	3.81	1.186
There is regular feedback from the seniors	4.03	0.965
The values of the police service are clear	4.51	0.485
Failure to adhere to the NPS values attract punishment	4.06	0.937
The NPS norms are clear for all to follow	4.55	0.449
Aggregate mean and standard deviation score	4.25	0.749

Source: Survey Data (2024)

The results presented in Table 3 infers that the respondents generally agreed on the statements describing the effect of cultural alignment on National Police Serviceofficers service delivery in Nairobi City County as indicated by an aggregate mean and std dev of 4.25 and 0.749 respectively based on likert scale. The finding agrees with Australian researchers Baird *et al.* (2017) which found that businesses need a unique culture to support their chosen strategies. The findings underscored the significance of prioritizing outcomes within the culture of a business.

The respondents strongly agreed that; the lines of communication are clear (M=4.53, SD=0.470) and that the values of the police service are clear (M=4.51. SD=0.485). The finding are congruent with

Goromonzi (2016) research which explored how culture influences the performance of commercial banks in Zimbabwe concerning their strategies. The results underscored the substantial significance of culture and strategy in shaping the performance of commercial banks in Zimbabwe.

The respondents agreed that; there is regular feedback from the seniors (M=4.03, SD=0.965), Failure to adhere to the NPS values attract punishment (M=4.06, SD=0.937) and communication channels are clear (M=3.81, SD=1.186). The finding agree with Akuei *et al.* (2016) research on how commercial banks in South Sudan fared when it came to putting their strategies into action. The study concluded that mentoring, an entrepreneurial spirit, creativity, and a willingness

to take risks should all find expression within businesses. In addition, top management should have a no-nonsense, aggressive, results-oriented approach and prioritize streamlined operations.

Resource Alignment

The study sought to assess the effect of resource alignment National Police Service officers service delivery in Nairobi City County. The descriptive statistics obtained are exhibited in Table 4.

Table 4: Resource Alignment

Statement	M	SD
Employees are able to access the necessary resources to fulfill their job responsibilities.	3.61	1.385
The NPS possesses sufficient financial resources to carry out its operations.	4.27	0.728
There is regular recruitment of new recruits	4.59	0.409
The labour turnover is low	4.57	0.428
No department are understaffed	4.08	0.817
Department can easily procure whatever they need	4.64	0.360
Aggregate mean and standard deviation score	4.29	0.688

Source: Survey Data (2024)

The results presented in Table 4 shows that the participants generally agreed on the statements describing the effect of resource alignment on National Police Service officers service delivery in Nairobi City County as evidenced by an aggregate mean and std dev of 4.29 and 0.688 respectively based on likert scale. The finding concurs with Gachuhi and Awuor (2019) who conducted a study on the viability of agribusinesses (SME) in Kenya's Githunguri sub-county, with a special emphasis on the role of strategic management. The results of the study emphasized the significance of financial management, supply chain process enhancement, supply chain optimization, and human resource capacity building for agribusinesses' long-term viability and performance.

The respondents strongly agreed on the assertions that; Department can easily procure whatever they need (M=4.64, SD=0.360), there is regular recruitment of new recruits (M=4.59, SD=0.409)

and the labour turnover is low (M=4.57, SD=0.428). The finding concurs with Dominic and Theuvsen (2015) who studied the connection between small agribusinesses' success in Tanzania and their use of resources, strategies, and management methods. According to the results of the study, strategic management practices are essential to improving firm performance, while internal resources play a smaller role.

The respondents agreed on the assertions that; The NPS has enough financial capabilities to run its activities (M=4.27, SD=0.728) and employees are able to access the necessary resources to fulfill their job responsibilities (M=3.61, SD=1.385).

Technological Alignment

The study sought to assess the effect of technology alignment National Police Service officers service delivery in Nairobi City County. The descriptive statistics obtained are exhibited in Table 5.

Table 5: Technology Alignment

Statement	M	SD
Information systems have facilitated ability to detect places with high propensity for crime.	4.45	0.538
The NPS uses innovative strategy to develop new pathways for performance	4.57	0.426
Innovative ideas are encouraged by the NPS	4.06	0.935
Innovative ideas are rewarded by the NPS	3.84	1.157
There are sufficient information technology resources for utilization by all NPS officers.	4.52	0.475
Information systems facilitate expedited investigation of criminal cases.	4.56	0.438
Information systems have facilitated the maintenance of information confidentiality.	3.42	1.575
Aggregate mean and standard deviation score	4.20	0.792

The results presented in Table 5 indicate that the respondents generally agreed on the statements describing the effect of technology alignment on National Police Service officers service delivery in Nairobi City County as evidenced by an aggregate mean and std dev of 4.20 and 0.792 respectively based on likert scale. The finding agree with Mouelhi (2008) who investigated the contribution of ICT in Tunisian manufacturing firms meant for efficiency growth and its variation in branches across. The findings on the variables indicated that the technical inefficiency model significantly explained inefficiencies that were technical.

The respondents strongly agreed on the statements that; The NPS uses innovative strategy to develop new pathways for performance (M=4.57, SD=0.426), Information systems facilitate expedited investigation of criminal cases (M=4.56, SD=0.438), there are sufficient information technology resources available for utilization by all NPS officers (M=4.52, SD=0.475). The finding agree with Cumpset *al.* (2016) investigation of strategic IT alignment, analysis of the contextual dependence of business-ICT alignment, and presentation of practical advice. According to the results, firms that

treat their ICT assets like true business enablers see a boost in performance and a competitive edge.

The respondents agreed on the statements that; Information systems have facilitated my ability to detect regions with a high propensity for crime (M=4.45, SD=0.538), Innovative ideas are encouraged by the NPS (M=4.06, SD=0.935), Innovative ideas are rewarded by the NPS (M=3.84, SD=1.157) and Information systems have facilitated the maintenance of information confidentiality (M=3.52, SD=1.575). The findings support the conclusions of Henderson et al. (2018), who investigated the relationship between business performance, business strategy, information system strategy, and information system performance. The results demonstrated that there was a significant impact of strategic alignment on business performance, although there was no direct correlation between business strategy and firm performance.

Service Delivery

The study sought to investigate the National Police Service officers service delivery in Nairobi City County. The descriptive statistics obtained are exhibited in Table 6.

Table 6: Service Delivery

Statement	M	SD
I am provided with adequate up to date equipment	3.12	1.575
The NPS has a vision statement	3.01	1.809
I maintain error free records in my organization	2.44	2.557
I give the members of public personalized attention	3.22	1.778
I offer convenient operating hours for all my clients	2.07	2.928
I give the members of public personalized attention	3.22	0.778
Aggregate mean and standard deviation score	2.85	1.571

Source: Survey Data (2024)

The results in Table 6 indicate that generally the responders indicated to a moderate extent that on the assertions describing the National Police Service officers service delivery in Nairobi City County as evinced by an aggregate mean and std dev of 2.85 and 1.571 respectively based on likert scale. The results is in contrary to Mathis and Jackson (2018) research which observe that strategy alignment is one of the most important contributors to the

success of a company since it tackles the topic of whether or not an employee correctly accomplishes their obligations, tasks, and responsibilities.

Results of Multiple Linear Regression

The findings on regression analysis in terms of model summary, analysis of variance and coefficients are presented in Tables 7, Table 8 and Table 9 in the same order.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.913 ^a	.834	.798	1.0021

Source: Survey Data (2024)

The data in Table 7 show that the adjusted R-square value stood at 0.798 (79.8%), reflecting how structure alignment, cultural alignment, resource alignment, and technological alignment impacted

the service delivery of NPS officers in Nairobi City County. Thus, the remaining 0.202 (20.2%) may be attributed to other factors that were not examined.

Table 8: Analysis of Variable

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	501.1910	4	125.2978	258.8019	.002
	Residual	106.5120	220	0.484145		
	Total	607.7030	224			

Source: Survey Data (2024)

The results, as displayed in Table 8, suggest that the significant value was 0.002, which is lower than the significance level of 0.05. The results additionally demonstrate that the statistical F value was

258.8019, greater than the statistical mean square value of 125.2978. The satisfaction of these conditions justifies the importance of the model.

Table 9: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.519	.152		3.414	.002
	Structure alignment	.771	.236	.0261	3.267	.001
	Cultural alignment	.796	.334	.3645	2.383	.003
	Resource alignment	.805	.182	.4116	4.423	.000
	Technological alignment	.783	.229	.4009	3.419	.001

Source: Survey Data (2024)

The results as demonstrated in Table 9, holding structure alignment, cultural alignment, resource alignment and technological alignment to constant the delivery of service of NPS officers in Nairobi City County would be at 0.519. However, when structure alignment, cultural alignment, resource alignment and technological alignment are improved, the delivery of service of NPS officers in Nairobi City County would improve by 0.771, 0.796, 0.805 and 0.783 respectively.

Service delivery = 0.519 + 0.771(structure alignment) + 0.796(cultural alignment) + 0.805(resource alignment) + 0.783(technological alignment).

The research showed that alignment of structure positively and significantly impacted the service delivery of NPS officers in Nairobi City County, as shown by t-values (t=3.267; P=0.001). This finding agrees with findings, Invernizzi and Romenti (2012) research which proposed rethinking organizational structures to better incorporate the strategic and

The regression equation formed was as follows;

central role of communication in the formulation of business decisions.

The research found that the service delivery of NPS officers in Nairobi City County was positively and significantly influenced by cultural alignment, as evidenced by the t-values ($t=2.383$; $P=0.003$). The finding concurs with Isaboke (2015) who conducted a study to ascertain the influence of culture on the strategies of selected universities in Kenya. The study determined that specific aspects of culture significantly affect the strategies adopted by these universities.

The research established that the service delivery of NPS officers in Nairobi City County was positively and significantly influenced by resource alignment, as evidenced by the t-values ($t=4.423$; $P=0.000$). The study agrees with Murimi, Ombaka, and Muchiri (2019) research on the effects of resource alignment on the productivity of SMEs. The analysis of the data showed that Kenya's small and medium-sized manufacturing enterprises benefited greatly from access to physical resources.

The research revealed that the service delivery of NPS officers in Nairobi City County was positively and significantly influenced by technological alignment, as evidenced by the t-values ($t=3.419$; $P=0.001$). Based on the work of Henderson *et al.* (2018) examined business performance by aligning business strategy and information system strategy and integrating them with information system performance. The findings revealed that strategic alignment strongly influenced business performance, but business strategy had no direct effect on company performance.

CONCLUSIONS AND RECOMMENDATIONS

The study concludes that when the organizational structure of the NPS is aligned with its goals and objectives, it leads to better coordination and communication among different departments and units. This ensures that information flows smoothly and efficiently, leading to more effective decision-making and service delivery. A well-aligned organizational structure helps in streamlining

processes and workflows within the NPS, leading to increased efficiency in service delivery. This allows the NPS to deliver services in a timely manner and meet the needs of visitors and stakeholders more effectively.

The study concludes that aligning culture with service delivery help create a more authentic and immersive experience for visitors. By incorporating elements of Kenyan culture into the services provided by the NPS, visitors can gain a deeper understanding and appreciation of the country's rich heritage and traditions. Aligning culture with service delivery help promote sustainable tourism practices. The NPS can help raise awareness about the importance of protecting the environment and wildlife for future generations by showcasing and preserving Kenya's cultural heritage.

The study concludes that aligning resources improves efficiency and effectiveness in the delivery of services. The NPS optimizes its operations and provide better services to visitors by ensuring that resources are allocated in a strategic and coordinated manner. This leads to improved visitor satisfaction and increased revenue generation for the parks. Aligning resources help the NPS better manage and conserve the natural resources within the parks. The NPS can more effectively protect and preserve the biodiversity and ecosystems within the parks by ensuring that resources such as funding, staff, and equipment are properly allocated. This can help to ensure the long-term sustainability of the parks and the wildlife that inhabit them.

The study concludes that the NPS in Kenya streamline their processes and automate various tasks by aligning technology with the delivery of services. This leads to improved efficiency in service delivery, reducing the time and effort required to complete tasks. Technology help make services more accessible to a wider population. The NPS can reach citizens in remote areas who may have limited access to physical service centers by implementing online platforms and digital solutions.

This ensures that services are available to all, regardless of their location.

Recommendations of the Study

The study recommends that the NPS should implement a centralized system for resource allocation and coordination by establishing a central office or department within the NPS that is responsible for overseeing the distribution of resources, monitoring service delivery and coordinating efforts between different departments and agencies. The NPS can streamline communication and information-sharing processes within the NPS which could involve implementing a standardized reporting system, establishing regular meetings or forums for sharing updates and best practices, and ensuring that all relevant stakeholders have access to the necessary information and resources to effectively carry out their roles.

The study recommends that the NPS should focus on the implementation of cultural competency training for staff members to help employees better understand and appreciate the cultural norms, values, and beliefs of the communities they serve, allowing them to provide more culturally sensitive and effective services. The NPS should actively involve community members in the planning and implementation of NPS programs and initiatives. The NPS can work to recruit and retain staff members from diverse cultural backgrounds, ensuring that their workforce reflects the diversity of the communities they serve.

The study recommends that the NPS should create a standardized system for reporting and monitoring

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resource usage and needs would help streamline communication between different parks and government agencies responsible for overseeing NPS operations. The NPS should foster partnerships with private sector organizations, non-profit groups, and international donors to help supplement government funding and resources for NPS operations in Kenya. Collaborating with these external partners can bring in additional expertise, technology, and financial support to enhance the quality of services provided in national parks and ensure their long-term sustainability.

The study recommends that the NPS should implement a centralized database system to ensure that all staff members are working with the most up-to-date information, leading to better coordination and synchronization of services. Implement a mobile app for staff to streamline communication and task management. The NPS should provide regular training on technology tools to ensure that staff members are proficient in using technology tools, the NPS should provide regular training sessions.

Suggestions for Further Study

The study suggests carrying out additional research to investigate alternative approach alignment practices, in addition to those already examined, in order to overcome the 20.2% gap observed in the regression results. Furthermore, the report proposes that additional research might be conducted to investigate organizations other than NPS.

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