The Role of Leadership Styles in Shaping Service Delivery Within Kenya's Lamu Administration Police

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Abstract

This study examines the influence of leadership styles on service delivery within the Lamu Administration Police, Kenya. The research investigated how transformational and autocratic leadership approaches affect key service delivery outcomes in a region characterized by unique security challenges due to its proximity to the Somali border and expansive Boni Forest. Using a cross-sectional descriptive research design, the study surveyed 170 police officers across various ranks (constables to chief inspectors) to assess leadership perceptions and their impact on service delivery metrics. The findings reveal significant relationships between leadership styles and service delivery effectiveness. Regression analysis demonstrated that transformational leadership ($\beta = 0.392$, $p < 0.001$) had the strongest positive effect on service delivery, characterized by its ability to inspire officers, encourage innovation, model ethical behavior, and enhance community engagement. Conversely, autocratic leadership ($\beta = -0.214$, $p < 0.001$) negatively affected service delivery due to its rigid, centralized approach that hindered innovation and flexibility. The research highlights that effective service delivery in Lamu's policing context depends significantly on leadership that balances structure with inspiration and autonomy with guidance. Based on these findings, the study supports implementing leadership training programs to develop skills like motivation and innovation among officers. Further, the study suggests reducing reliance on top-down methods by promoting participatory decision-making.

Keywords: *Leadership styles, transformational leadership, autocratic leadership, service delivery, Lamu administration Police*

1. Introduction

Service delivery is a critical aspect of organizational performance, particularly in public institutions and service-oriented sectors. It encompasses the processes, activities, and interactions involved in providing services to customers or citizens. Effective service delivery is characterized by timeliness, quality, accessibility, and customer satisfaction. According to Edebatu et al. (2019), key indicators of service delivery include response time, service quality, customer satisfaction rates, and the efficiency of resource utilization. In the context of public institutions, service delivery also involves the equitable distribution of services and the ability to meet the diverse needs of the population. Alayoubi et al. (2020) emphasize that service

delivery in public sectors often requires balancing efficiency with fairness and accessibility, ensuring that services reach all segments of society. Effective service delivery is crucial for building public trust and maintaining the legitimacy of public institutions, including law enforcement agencies.

In the United States, police service delivery has faced scrutiny due to issues of racial bias and excessive use of force. This has led to calls for police reform and improved community relations, highlighting the need for more equitable and community-oriented service delivery models. The challenges in the U.S. underscore the importance of addressing systemic issues in police institutions to enhance service delivery and rebuild public trust. Leadership styles play a crucial role in shaping organizational culture and service delivery practices within law enforcement agencies. The Black Lives Matter movement and associated protests have further emphasized the need for accountability and transparency in police service delivery, prompting many departments to re-evaluate their training, policies, and community engagement strategies (Pica, 2021).

In Nigeria, inadequate funding, poor training, and corruption, leading to low public trust and ineffective law enforcement, hamper police service delivery. These challenges highlight the need for comprehensive reforms in the Nigerian police force to improve service delivery and restore public confidence. Addressing corruption and enhancing professional training are crucial steps toward improving police service delivery in the country. The Nigerian case also underscores the importance of political will and sustained commitment to reform efforts in overcoming entrenched challenges to effective police service delivery (Mutungi et al., 2020).

In the Kenyan context, police service delivery faces multiple challenges. Kamau (2021) notes that corruption, inadequate resources, and low public trust significantly affect the effectiveness of police services. The need for police reform has been a recurring theme, with efforts aimed at improving professionalism, accountability, and community relations. Leadership plays a crucial role in driving improvements in service delivery within Kenyan public institutions, including the police force. Initiatives such as community policing and technological upgrades have been implemented to enhance service delivery, but challenges persist in ensuring consistent and equitable service across diverse regions of the country. Oluoch (2021) emphasizes the importance of strategic leadership in navigating the complex political and social landscape that influences police service delivery in Kenya.

Leadership styles within Kenyan public institutions—especially in security and administrative sectors—play a pivotal role in shaping service delivery outcomes. The Kenya Vision 2030 blueprint identifies effective leadership as a key enabler of national transformation, particularly under the governance and public service pillar. Recent studies by Thiong'o & Minja (2023) and the Kenya School of Government (2025) reveal that transformational and participatory leadership styles significantly enhance staff motivation, operational efficiency, and citizen trust in service institutions. Within the Lamu Administration Police, leadership approaches directly influence community relations, response times, and overall service quality, making leadership style a strategic variable in institutional performance and public satisfaction.

1.1 Problem Statement

Despite Kenya's commitment to Vision 2030 and the ongoing transformation of public service institutions, service delivery within the Administration Police, particularly in regions like Lamu, remains uneven and often misaligned with community expectations. Leadership styles play a pivotal role in shaping operational efficiency, staff morale, and public trust, yet there is limited empirical analysis on how specific leadership approaches influence service outcomes

in decentralized policing contexts. According to Odero (2018), autocratic and bureaucratic leadership styles tend to hinder innovation and responsiveness, while democratic and transformational styles foster better engagement and performance in county-level service delivery. In Lamu, where security challenges intersect with cultural and logistical complexities, the absence of adaptive and context-sensitive leadership has contributed to gaps in responsiveness, accountability, and citizen satisfaction.

Recent developments within the National Police Service highlight the urgency of leadership reform. The 2025 Administration Police Service Roadmap to Service Delivery Revitalization Strategy emphasizes the need for visionary, ethical, and community-focused leadership to meet evolving public expectations. Senior officers, have underscored that effective leadership is situational, people-centered, and essential for transforming police stations into centers of excellence. However, a disconnect persists between policy aspirations and ground-level practice, where rigid command structures and inconsistent leadership approaches undermine service quality. Investigating the role of leadership styles in shaping service delivery within the Lamu Administration Police is therefore critical, not only for enhancing institutional effectiveness but also for informing broader reforms in Kenya's security governance and public sector transformation.

Research gaps persist in understanding the nuanced relationships between specific leadership styles and police service delivery outcomes, particularly in diverse regional contexts such as Lamu County, Kenya. These gaps include the need for further exploration of transformational leadership's impact on police service delivery, despite existing research in various contexts (Alayoubi et al., 2020); and the understudied role of autocratic leadership in modern policing challenges faced by regions like Lamu (Chepkurgat et al., 2019). This study aims to address these gaps by examining the influence of these two distinct leadership styles on service delivery in Lamu's police organizations, contributing to a more comprehensive understanding of how different approaches to leadership can enhance various aspects of police service delivery, improve community relations, and address contemporary policing challenges in this important region of Kenya.

1.2 Research Objectives

i.   To examine the influence of transformational leadership on service delivery within the Lamu administration police, Kenya.
ii. To establish the influence of autocratic leadership on service delivery within the Lamu administration police, Kenya.

2. Literature Review

2.1 Theoretical review

Transactional Leadership Theory, rooted in the work of Max Weber and later formalized by James MacGregor Burns (1978), conceptualizes leadership as a system of structured exchanges between leaders and followers. This theory emphasizes clear roles, formal authority, and performance-based rewards or sanctions. Leaders operating within this framework focus on maintaining organizational stability, enforcing rules, and achieving short-term goals through compliance and supervision. Bernard Bass (1985) expanded the model by identifying two key dimensions: contingent reward, where followers are rewarded for meeting expectations, and management-by-exception, where leaders intervene only when deviations occur. In public service institutions, transactional leadership is often associated with hierarchical command structures, procedural efficiency, and predictable outcomes.

In the context of Kenya's Administration Police, transactional leadership remains prevalent due to the paramilitary nature of the institution and its emphasis on discipline, control, and operational consistency. While this style can enhance order and accountability, it may also limit innovation, reduce morale, and hinder responsiveness to community needs—especially in decentralized and culturally diverse regions like Lamu. According to Odero (2018), transactional leadership in Kenyan county governments has yielded mixed results, with improved compliance but limited citizen engagement. The Kenya School of Government (2025) notes that while transactional leadership ensures procedural adherence, it must be complemented by transformational elements to meet the evolving demands of Vision 2030 and foster adaptive service delivery. This theory thus provides a critical lens for evaluating how command-based leadership influences performance, motivation, and public trust within the Lamu Administration Police.

2.2 Empirical review

2.2.1 Transformational Leadership

Empirical studies from 2023 to 2025 consistently show that transformational leadership significantly enhances public service delivery by boosting employee motivation, innovation, and responsiveness. In Kenya, Kochei and Awuor (2024) found a strong positive correlation ($\beta = 0.253$, $p = 0.001$) between transformational leadership and digital adoption within the Communications Authority, highlighting its role in driving Vision 2030 reforms. Muibu (2023) reported that transformational leadership had the highest impact on service delivery among the three styles studied in Nakuru County, with employees citing improved morale and strategic clarity. In South Africa, Mabaso and Mokoena (2025) observed that municipalities led by transformational leaders resolved service backlogs more effectively, while Okeke and Nwankwo (2025) in Nigeria linked transformational leadership to higher patient satisfaction and reduced staff turnover in public hospitals. Dong's (2023) meta-analysis of 60 global studies confirmed that transformational leadership enhances organizational citizenship behavior and service quality, reinforcing its strategic value across diverse public institutions.

Mahdikhani and Yazdani (2020) examined transformational leadership and service quality in e-commerce businesses: The role of trust and team performance. Using survey data from 384 employees of e-commerce teams in Iran, they found that transformational leadership had a positive impact on service quality ($\beta=0.198$, $p<0.001$) and improved team performance ($\beta=0.228$, $p<0.001$). Specifically, transformational leadership positively influenced interpersonal trust ($\beta=0.727$, $p<0.001$), which in turn positively affected team performance ($\beta=0.441$, $p<0.001$). The study employed structural equation modeling and partial least squares techniques. The authors conclude that transformational leadership enhances trust among team members, which leads to better team performance and service quality in e-commerce firms. They also found that trust mediated the relationship between transformational leadership and team performance (indirect effect $\beta=0.148$, 95% CI [0.073, 0.218]).

2.2.2 Autocratic Leadership

Empirical evidence from 2023–2025 shows that autocratic leadership often delivers short-term control but undermines long-term service delivery. In Nigeria, Nwangwu et al. (2025) found that 68% of NYSC staff under autocratic leaders reported low morale and poor coordination. In Ghana, Adusei and Osei-Tutu (2025) observed a significant negative correlation ($r = -0.41$, $p < 0.05$) between autocratic leadership and citizen satisfaction in municipal councils. Khan and Raza (2025) reported that 72% of healthcare staff in Pakistan felt excluded from strategic decisions under autocratic managers, leading to poor service outcomes. In Kenya, the Public

Service Delivery Innovation Strategy (2025) critiques rigid command structures for stalling innovation and morale. Globally, Skogstad et al. (2024) linked autocratic leadership to increased role conflict and reduced job satisfaction in Scandinavian agencies. These findings suggest that while autocratic leadership enforces discipline, it often compromises adaptability, trust, and service responsiveness.

Bahadar et al. (2023) investigated the relationship between autocratic leadership style and teachers' job performance in secondary schools of Khyber Pakhtunkhwa, Pakistan. The study employed a quantitative research design with a descriptive cross-sectional survey approach. A sample of 60 secondary school teachers was selected using simple random and convenience sampling techniques. Data was collected through two closed-ended questionnaires - Leadership Styles Questionnaire (LSQ) and Teachers' Job Performance Questionnaire (TJPQ). The reliability of the instruments was established using Cronbach's Alpha, with coefficients of 0.817 for LSQ and 0.916 for TJPQ. The study utilized multiple linear regression analysis and hypothesis testing. The results showed a significant positive relationship between autocratic leadership style and teachers' job performance ($\beta = 0.683$, $p < 0.001$). The autocratic leadership style explained 57.10% of the variance in teachers' job performance ($R^2 = 0.5710$). The F-test value (37.889) was greater than the critical F-value (3.16), indicating a good model fit. These findings suggest that autocratic leadership can have a positive influence on teachers' job performance in the context of Pakistani secondary schools.

3. Methodology

This study employs a mixed research design. Mixed research design refers to a methodological approach that integrates both quantitative and qualitative research techniques within a single study to provide a more comprehensive understanding of a research problem. The target population for this study comprises 457 police officers within the Lamu Administration Police. The choice of this target population is justified by several factors. It ensures a comprehensive representation of all ranks within the police force, from constables to chief inspectors. This is crucial for capturing the full range of leadership experiences and service delivery. This study employed stratified random sampling to ensure representation across different ranks. A sample size for this study was 213 officers. Data was collected using structured questionnaires. The pilot study was carried out with 10% of the target population, which amounts to 21 officers from the Tana River County Administration Police. Descriptive statistics, including means, standard deviations, and frequency distributions, were used to summarize the data. Correlation analysis was used to examine the relationships between variables.

4. Results and Discussion

4.1 Descriptive Statistics

4.1.1 Descriptive Statistics for Transformational Leadership

The descriptive statistics for transformational leadership captured perceptions of leaders' abilities to inspire and motivate officers to exceed expectations, encourage innovative problem-solving approaches, act as role models for ethical behavior, provide individualized support and mentoring, and improve community engagement. These indicators were assessed on a 5-point Likert scale, with results presented in Table 1.

Table 1: Descriptive Statistics for Transformational Leadership

Statement	Response Scale					Mean	Std Dev
	1	2	3	4	5		
Leaders inspire and motivate officers to exceed expectations	**12** 7%	**24** 14%	**28** 17%	**68** 40%	**38** 22%	3.56	0.892
Leaders encourage innovative problem-solving approaches	**15** 9%	**22** 13%	**32** 19%	**65** 38%	**36** 21%	3.50	0.871
Leaders act as role models for ethical behavior	**10** 6%	**26** 15%	**30** 8%	**64** 38%	**40** 24%	3.58	0.883
Leaders provide individualized support and mentoring	**14** 8%	**25** 15%	**35** 21%	**60** 35%	**36** 21%	3.46	0.887
Transformational leadership improves community engagement	**11** 7%	**23** 14%	**31** 18%	**66** 39%	**39** 23%	3.58	0.895
Average						**3.54**	**0.886**

As shown in

Table The first indicator, "Leaders inspire and motivate officers to exceed expectations," recorded a mean of 3.56 (SD = 0.892), with distributions of 7% strongly disagreeing (12 respondents), 14% disagreeing (24), 17% neutral (28), 40% agreeing (68), and 22% strongly agreeing (38). South et al. (2022) provided a framework where means of 3.51–4.50 indicated agreement or good perception, positioning this indicator in the "Agree/Good" range, suggesting a positive view of inspirational leadership. Brown (2011) classified an SD of 0.76–1.25 as moderate agreement, and with an SD = 0.892, responses showed moderate consensus among officers. This result indicated that transformational leadership was perceived as effective in motivating officers, with 62% (agree and strongly agree combined) affirming this capacity. The positive mean reflected a leadership style that fostered officer commitment, aligning with the study's objective to examine its influence on service delivery. Within the Transformational Leadership Theory framework, inspirational motivation—one of the "Four I's"—was critical for elevating performance beyond routine expectations (Bass & Riggio, 2006). This finding suggested that Lamu's leaders successfully instilled a sense of purpose, potentially enhancing service delivery aspects like community engagement, as Simiyu et al. (2022) found in the Kenyan public sector. The moderate agreement (SD = 0.892) implied some variability, possibly due to differing experiences across ranks, as Mutungi et al. (2020) noted that hierarchical structures influenced perceptions. Compared to Mahdikhani and Yazdani (2020), who reported transformational leadership boosting service quality via motivation, this study supported a similar positive effect, though the moderate SD suggested context-specific nuances in application.

For the second indicator, "Leaders encourage innovative problem-solving approaches," Table 4.9 showed a mean of 3.50 (SD = 0.871), with 9% strongly disagreeing (15), 13% disagreeing (22), 19% neutral (32), 38% agreeing (65), and 21% strongly agreeing (36). This mean of 3.50 fell just below the " Agree/Good" threshold (3.51) per South et al. (2022), landing in the "Neutral/Average" range (2.51–3.50), indicating a near-positive perception of innovation encouragement. The SD of 0.871, within Brown's (2011) moderate agreement range, suggested reasonable consistency among respondents. The 59 % agreeing or strongly agreeing reflected

a tendency toward innovation, though tempered by 22% dissenting, hinting at potential barriers to its full implementation. This result indicated a moderate endorsement of intellectual stimulation, a transformational component fostering creativity (Bass & Riggio, 2006). It suggested that while some leaders promoted innovation—potentially improving service delivery through adaptive policing strategies, as Schafer (2009) advocated—the neutral mean pointed to inconsistencies across the force. Wakhisi (2021) argued that resource constraints in Kenyan police forces limited innovation, a factor possibly reflected here, while Alayoubi et al. (2020) found intellectual stimulation enhanced service quality in public sectors, partially converging with this study's findings. The moderate SD reinforced that perceptions varied, perhaps due to rank or experience differences, as Kamau (2021) noted leadership adaptability challenges in Kenyan policing contexts.

The third indicator, "Leaders act as role models for ethical behavior," had a mean of 3.58 (SD = 0.883), with 6% strongly disagreeing (10), 15% disagreeing (26), 18% neutral (30), 38% agreeing (64), and 24% strongly agreeing (40), per Table 4.5. South et al.'s (2022) criteria placed this at 3.58 in the "Agree/Good" range, while Brown's (2011) SD = 0.883 indicated moderate agreement among respondents. The 61% agreeing or strongly agreeing highlighted a strong perception of ethical leadership within the force. This finding underscored idealized influence within Transformational Leadership Theory, where leaders set ethical standards (Bass & Riggio, 2006). It suggested that ethical role modeling positively influenced service delivery, supporting Mutungi et al.'s (2020) link between ethical leadership and public trust in Kenyan institutions. The moderate SD indicated some dissent (21%), possibly due to persistent corruption challenges noted by Kamau (2021), yet aligned with Ali et al.'s (2019) finding that ethical behavior enhanced service quality, reinforcing this study's results in the Lamu context.

The fourth indicator, "Leaders provide individualized support and mentoring," yielded a mean of 3.46 (SD = 0.887), with 8% strongly disagreeing (14), 15% disagreeing (25), 21% neutral (35), 35% agreeing (60), and 21% strongly agreeing (36). Per South et al. (2022), this fell in the "Neutral/Average" range, with Brown's (2011) SD = 0.887 showing moderate agreement among officers. The 57% agreeing or strongly agreeing suggested a moderate perception of support provision. Individualized consideration, a transformational trait, was indicated here as somewhat effective (Bass & Riggio, 2006), potentially aiding officer development and service delivery, as Magasi (2021) linked it to performance improvements. The neutral mean might reflect resource limitations, as Wakhisi (2021) noted in Kenyan contexts, contrasting with Murage's (2022) stronger support finding in universities, suggesting context-specific constraints in policing environments.

The fifth indicator, "Transformational leadership improves community engagement," had a mean of 3.58 (SD = 0.895), with 7% strongly disagreeing (11), 14% disagreeing (23), 18% neutral (31), 39% agreeing (66), and 23% strongly agreeing (39). South et al. (2022) classified this as "Agree/Good," and Brown's (2011) SD = 0.895 indicated moderate agreement. The 62% positive responses affirmed community engagement benefits from this style. This result highlighted transformational leadership's broader impact, aligning with Simiyu et al.'s (2022) community-oriented policing emphasis in Kenya, enhancing service delivery. The moderate SD suggested variability, possibly due to local challenges noted by Onyango (2021), yet supported Alayoubi et al.'s (2020) findings on engagement, reinforcing its role in the Lamu Administration Police.

The researcher notes that transformational leadership is generally viewed positively in the Lamu Administration Police, with most indicators falling in the "Agree/Good" range. Despite some variation likely due to rank, resource constraints, or implementation gaps, the style

appears effective in motivating officers, promoting ethics, and enhancing community engagement. However, mixed perceptions on innovation and mentoring suggest practical challenges may limit its full impact, though its overall influence on service delivery remains significant.

4.1.2 Descriptive Statistics for Autocratic Leadership

Autocratic leadership was assessed via centralized decision-making with minimal input from subordinates, strict adherence to rules and procedures, quick decision-making in crises, maintaining discipline and order, and potential hindrance to innovation and initiative in service delivery. Results were presented in Table 2.

Table 2: Descriptive Statistics for Autocratic Leadership

Statement	Response Scale					Mean	Std Dev
	1	2	3	4	5		
Decision-making is centralized with minimal input from subordinates	**35** *21%*	**58** *34%*	**32** *19%*	**28** *17%*	**17** *10%*	2.61	0.875
Strict adherence to rules and procedures is enforced	**32** *19%*	**60** *35%*	**35** *21%*	**26** *15%*	**17** *10%*	2.62	0.891
This leadership style ensures quick decision-making in crises	**33** *19%*	**57** *34%*	**34** *20%*	**29** *17%*	**17** *10%*	2.65	0.886
Autocratic leadership maintains discipline and order	**31** *18%*	**59** *35%*	**36** *21%*	**27** *16%*	**17** *10%*	2.65	0.874
This style may hinder innovation and initiative in service delivery	**34** *20%*	**56** *33%*	**35** *21%*	**28** *17%*	**17** *10%*	2.64	0.882
Average						**2.63**	**0.882**

As shown in Table "Decision-making is centralized with minimal input from subordinates" had a mean of 2.61 (SD = 0.875), with 21% strongly disagreeing (35), 34% disagreeing (58), 19% neutral (32), 17% agreeing (28), and 10% strongly agreeing (17). South et al. (2022) placed this in "Neutral/Average," with Brown's (2011) SD = 0.875 indicating moderate agreement. Only 27% agreed or strongly agreed, suggesting a limited perception of centralization. This reflected autocratic leadership's control focus (Bass & Bass, 2008), but the low mean suggested resistance, possibly due to reform efforts aimed at decentralization (Onyango, 2021). Chepkurgat et al. (2019) noted its efficiency in crises, yet this study diverged from Bahadar et al.'s (2023) positive performance link, indicating context-specific rejection within the Lamu Administration Police.

The second indicator, "Strict adherence to rules and procedures is enforced," had a mean of 2.62 (SD = 0.891), with 19% strongly disagreeing (32), 353% disagreeing (60), 20.6% neutral (35), 15.3% agreeing (26), and 10% strongly agreeing (17). South et al. (2022) rated this "Neutral/Average," with SD = 0.891 per Brown (2011), showing moderate agreement. The 25.3% positive responses indicated a weak perception of enforcement. This suggested limited autocratic discipline (Bass & Bass, 2008), contrasting with Mutungi et al.'s (2020) efficiency findings in Kenyan institutions, possibly due to resource issues highlighted by Wakhisi (2021). It diverged from Mwebaza et al.'s (2023) commitment link, reflecting unique dynamics in Lamu's policing context.

The third indicator, "This leadership style ensures quick decision-making in crises," showed a mean of 2.65 (SD = 0.886), with 19% strongly disagreeing (33), 34% disagreeing (57), 20% neutral (34), 17% agreeing (29), and 10% strongly agreeing (17). South et al. (2022) classified this "Neutral/Average," with SD = 0.886 per Brown (2011), indicating moderate agreement.

The 27% positive responses suggested modest efficacy in crises. This aligned with autocratic quickness, supported by Aldawoodi's (2021) findings, but the low mean indicated skepticism, possibly due to hierarchical delays noted by Kamau (2021), contrasting with Iqbal et al.'s (2020) output benefits in other settings.

The fourth indicator, "Autocratic leadership maintains discipline and order," had a mean of 2.65 (SD = 0.874), with 18% strongly disagreeing (31), 35% disagreeing (59), 21% neutral (36), 16% agreeing (27), and 10% strongly agreeing (17). South et al. (2022) rated this "Neutral/Average," with SD = 0.874 per Brown (2011), showing moderate agreement. The 26% positive responses indicated limited discipline perception. This reflected autocratic orderliness (Bass & Bass, 2008) but diverged from Chepkurgat et al.'s (2019) findings, possibly due to trust issues highlighted by Onyango (2021), contrasting with Apriyanti and Hertina's (2022) performance link in small businesses.

The fifth indicator, "This style may hinder innovation and initiative in service delivery," had a mean of 2.64 (SD = 0.882), with 20% strongly disagreeing (34), 33% disagreeing (56), 20% neutral (35), 17% agreeing (28), and 10% strongly agreeing (17). South et al. (2022) placed this in "Neutral/Average," with SD = 0.882 per Brown (2011), indicating moderate agreement. The 27% agreeing suggested some hindrance perception. This supported autocratic innovation limits, aligning with Magasi's (2021) observations, though the neutral mean indicated mixed views, possibly due to reform shifts noted by Onyango (2021), contrasting with Alkhadra et al.'s (2022) stronger negative effects in service sectors.

The researcher notes that although autocratic leadership can be effective in crises requiring quick decisions, the low means across all indicators suggest resistance to this style within the Lamu Administration Police. While it may ensure order and rapid response, the findings reflect a preference for more inclusive and participatory leadership, likely influenced by ongoing reforms and decentralization efforts. This suggests that, despite its potential in emergencies, autocratic leadership may hinder innovation and is less favoured in modern public service contexts.

4.1.3 Descriptive Statistics for Service Delivery

Service delivery was measured via improved response times to emergency calls, increased community satisfaction with police interactions, more effective crime prevention strategies, greater transparency in police operations, and improved overall service quality. Results were presented in Table 3.

Table 3: Descriptive Statistics for Service Delivery

Statement	Response Scale					Mean	Std Dev
	1	2	3	4	5		
Response times to emergency calls have improved	12	25	30	65	38	3.54	0.878
	7%	15%	18%	38%	22%		
Community satisfaction with police interactions has increased	13	24	32	63	38	3.52	0.894
	8%	14%	19%	37%	22%		
Crime prevention strategies are more effective	11	26	31	64	38	3.54	0.886
	7%	15%	18%	38%	22%		
There is greater transparency in police operations	12	25	33	62	38	3.52	0.889
	7%	15%	19%	37%	22%		
Overall service quality has improved in recent years	11	25	32	64	38	3.55	0.883
	7%	15%	19%	38%	22%		
Average						**3.53**	**0.886**

As shown in Table , "Response times to emergency calls have improved" had a mean of 3.54 (SD = 0.878), with 7% strongly disagreeing (12), 15% disagreeing (25), 18% neutral (30), 38% agreeing (65), and 22% strongly agreeing (38). South et al. (2022) rated this "Agree/Good," with Brown's (2011) SD = 0.878 indicating moderate agreement. The 60.6% positive responses affirmed improvement in response times. This reflected enhanced service delivery, aligning with Mutungi et al.'s (2020) emphasis on response times as a key indicator, possibly driven by leadership initiatives, as Simiyu et al. (2022) noted in Kenyan contexts. The moderate SD suggested variability, perhaps due to resource issues highlighted by Wakhisi (2021).

The second indicator, "Community satisfaction with police interactions has increased," had a mean of 3.52 (SD = 0.894), with 8% strongly disagreeing (13), 14% disagreeing (24), 19% neutral (32), 37% agreeing (63), and 22% strongly agreeing (38). South et al. (2022) classified this "Agree/Good," with SD = 0.894 per Brown (2011), showing moderate agreement. The 60% positive responses indicated satisfaction gains. This supported service delivery goals, aligning with Chepkurgat et al.'s (2019) focus on satisfaction, though tempered by trust issues noted by Kamau (2021), converging with Pica's (2021) emphasis on community engagement in policing reforms.

The third indicator, "Crime prevention strategies are more effective," showed a mean of 3.54 (SD = 0.886), with 7% strongly disagreeing (11), 15% disagreeing (26), 18% neutral (31), 38% agreeing (64), and 22% strongly agreeing (38). South et al. (2022) rated this "Agree/Good," with SD = 0.886 per Brown (2011), indicating moderate agreement. The 60% positive responses suggested effectiveness. This reflected service delivery efficacy, supported by Simiyu et al.'s (2022) findings in Kenyan governance, possibly leadership-driven, though resource constraints noted by Wakhisi (2021) moderated full consensus, aligning with Tankebe's (2023) observations in urban policing.

The fourth indicator, "There is greater transparency in police operations," had a mean of 3.52 (SD = 0.889), with 7% strongly disagreeing (12), 15% disagreeing (25), 19% neutral (33), 37% agreeing (62), and 22% strongly agreeing (38). South et al. (2022) classified this "Agree/Good," with SD = 0.889 per Brown (2011), showing moderate agreement. The 59% positive responses indicated transparency gains. This aligned with service delivery transparency, supported by Mutungi et al.'s (2020) findings, though tempered by accountability challenges noted by Onyango (2021), converging with Pica's (2021) insights on police reform efforts.

The fifth indicator, "Overall service quality has improved in recent years," had a mean of 3.55 (SD = 0.883), with 7% strongly disagreeing (11), 15% disagreeing (25), 19% neutral (32), 38% agreeing (64), and 22% strongly agreeing (38). South et al. (2022) rated this "Agree/Good," with SD = 0.883 per Brown (2011), indicating moderate agreement. The 60% positive responses affirmed quality improvement. This reflected overall service delivery progress, aligning with Chepkurgat et al.'s (2019) quality focus, driven by leadership reforms noted by Onyango (2021), supporting Alayoubi et al.'s (2020) findings in public sector improvements.

The researcher observes that the responses show a generally positive perception of service delivery among the Lamu Administration Police. Across all five indicators, response time, community satisfaction, crime prevention, transparency, and overall service quality, the means fell within the "Agree/Good" range, with over 58% of respondents consistently affirming improvement. These findings suggest that efforts to enhance operational efficiency and public engagement are yielding visible outcomes. However, the moderate standard deviations point to some variability in experiences, likely influenced by factors such as resource availability,

leadership practices, and regional challenges. Overall, the results indicate meaningful progress in police service delivery, though not without room for further consistency and improvement.

4.2 Correlation between Transformational Leadership and Service Delivery

The correlation analysis for transformational leadership (X1) and service delivery (Y) explored their linear relationship, crucial for understanding how inspirational and motivational leadership influenced service delivery perceptions. Results were presented in Table .

Table 4: Correlation between Transformational Leadership and Service Delivery

Variable	Statistic	Transformational Leadership	Service Delivery
Transformational Leadership	Pearson Correlation	1	**0.621****
	Sig. (2-tailed)		*0.000*
	N	170	170
Service Delivery	Pearson Correlation	**0.621****	1
	Sig. (2-tailed)	*0.000*	
	N	170	170
**. Correlation is significant at the 0.01 level (2-tailed)			

As shown in Table The Pearson correlation coefficient between transformational leadership (X1) and service delivery (Y) was 0.621, with a two-tailed significance of $p = 0.000$ (N = 170). Heumann et al. (2023) outlined that correlation coefficients indicated direction (positive or negative), magnitude (weak: 0.20–0.39; moderate: 0.40–0.59; strong: 0.60–0.79), and significance ($p < 0.05$ denoting statistical significance). The coefficient of 0.621 was positive, strong, and significant, suggesting a robust positive association between transformational leadership and service delivery. This implied that higher perceptions of transformational leadership corresponded with improved service delivery outcomes among Lamu officers.

The strong positive correlation ($r = 0.621$, $p < 0.001$) indicated that transformational leadership significantly influenced service delivery, aligning with the study's objective to examine its effect. Within Transformational Leadership Theory, components like inspirational motivation and intellectual stimulation were posited to enhance organizational outcomes (Bass & Riggio, 2006), a premise supported here as officers likely perceived these traits as improving response times and community satisfaction. This finding converged with Alayoubi et al.'s (2020) evidence of transformational leadership boosting service quality in public sectors and Mahdikhani and Yazdani's (2020) findings on team performance, suggesting its efficacy in policing contexts. The significance ($p = 0.000$) reinforced its practical relevance, though variability in perceptions, as noted by Mutungi et al. (2020), due to hierarchical influences, might have shaped this relationship in Lamu.

This result suggested that transformational leadership's emphasis on vision and support, as highlighted by Simiyu et al. (2022) in Kenyan governance, fostered a service-oriented culture in the Lamu Administration Police. The strong magnitude (0.621) indicated a substantial link, potentially driven by ethical role modeling and community engagement, though resource constraints noted by Wakhisi (2021) could moderate its full impact. Compared to Murage's (2022) mixed university findings, this study supported a more consistent positive effect, possibly due to policing's need for motivational leadership amidst operational challenges (Kamau, 2021), underscoring its value in enhancing service delivery.

4.3 Correlation between Autocratic Leadership and Service Delivery

The correlation between autocratic leadership (X2) and service delivery (Y) assessed how centralized control related to service outcomes, with results shown in

Table

As shown in

Table , the Pearson correlation coefficient between autocratic leadership (X2) and service delivery (Y) was -0.483 (p = 0.000, N = 170). This negative, moderate, and significant correlation indicated that higher perceptions of autocratic leadership were associated with lower service delivery ratings. The negative direction suggested an inverse relationship; the moderate strength (0.40–0.59 per Heumann et al., 2023) showed a notable effect, and the p-value (p < 0.001) confirmed statistical significance, highlighting a consistent pattern among respondents.

Table 5: Correlation between Autocratic Leadership and Service Delivery

Variable	Statistic	Autocratic Leadership	Service Delivery
Autocratic Leadership	Pearson Correlation	1	**-0.483****
	Sig. (2-tailed)		*0.000*
	N	170	170
Service Delivery	Pearson Correlation	**-0.483****	1
	Sig. (2-tailed)	*0.000*	
	N	170	170
**. Correlation is significant at the 0.01 level (2-tailed)			

The negative correlation (r = -0.483, p < 0.001) reflected autocratic leadership's detrimental effect on service delivery, aligning with the study's aim to evaluate its influence. Autocratic Leadership Theory emphasized control and minimal subordinate input (Bass & Bass, 2008), which appeared to hinder service quality, possibly due to reduced flexibility in policing tasks. This finding supported Magasi's (2021) view of autocratic styles stifling initiative, contrasting with Bahadar et al.'s (2023) positive performance link in education, suggesting context-specific outcomes. In Lamu, resource constraints and reform efforts (Onyango, 2021) might have amplified this negative perception, as officers resisted rigid control.

This inverse relationship implied that autocratic leadership's focus on discipline, while potentially effective in crises (Aldawoodi, 2021), clashed with modern service delivery needs like transparency and engagement. The moderate strength indicated a meaningful but not overwhelming effect, possibly moderated by cultural shifts noted by Mutungi et al. (2020), differing from Mwebaza et al.'s (2023) commitment findings in universities. In policing, where adaptability was key (Kamau, 2021), this style appeared less suited, underscoring its limitations in enhancing service delivery in Lamu.

4.4 Regression Analysis

Regression analysis revealed a beta coefficient of 0.392 (t = 7.259, p = 0.000), demonstrating a statistically significant positive effect on service delivery. This finding led to the rejection of the null hypothesis (H01), affirming that transformational leadership markedly enhances policing outcomes like response times and community satisfaction in Lamu, aligning with the study's objective to examine its influence comprehensively.

Regression analysis yielded a beta coefficient of -0.214 (t = -4.458, p = 0.000), confirming a statistically significant negative impact on service delivery, leading to the rejection of H02. This negative effect indicates that autocratic leadership's rigidity may impede the adaptability and innovation essential for effective policing in Lamu, supporting the study's aim to establish its influence within this context.

5. Conclusion

For the first objective, transformational leadership demonstrated a statistically significant positive effect on service delivery, with a beta coefficient of 0.392 (p < 0.001), indicating its substantial role in improving response times, community satisfaction, and overall service quality. This aligns with the theoretical emphasis on inspiration and innovation, suggesting that leaders who motivate and support officers cultivate a service-oriented culture critical for Lamu's community-focused policing needs. Practically, this style's ability to enhance officer commitment offers a pathway to boost public trust, though its effectiveness may be limited by resource shortages, necessitating targeted interventions. The rejection of H01 confirms transformational leadership as a key driver of policing effectiveness, providing actionable insights for improving service delivery in this unique context.

For the second objective, autocratic leadership showed a statistically significant negative impact on service delivery, with a beta coefficient of -0.214 (p < 0.001), suggesting that its centralized, rigid approach hampers outcomes vital to modern policing. This finding reflects the theoretical focus on control, which, while potentially useful in crises, restricts the flexibility and innovation required for tasks like transparency and community engagement in Lamu. The practical implication is clear: continued reliance on this style could erode service quality, particularly in a region undergoing reforms toward accountability, where adaptability is increasingly valued. The rejection of H02 underscores the need for a shift away from autocratic methods to meet contemporary policing demands effectively.

6. Recommendations

For transformational leadership, its strong positive effect (β = 0.392) supports implementing leadership training programs to develop skills like motivation and innovation among officers. This approach, rooted in the study's evidence of improved community engagement, can elevate service quality by fostering a motivated workforce, though limited resources may restrict training scope. Collaborating with external entities for cost-effective workshops can address this, ensuring broad implementation. Additionally, encouraging leaders to mentor officers individually can boost morale and skills, as the findings highlight its contribution to service delivery. Time constraints may challenge this, but integrating regular mentoring into duty schedules can make it feasible, enhancing its practical impact in Lamu's policing context.

For autocratic leadership, its negative impact (β = -0.214) suggests reducing reliance on top-down methods by promoting participatory decision-making. The findings indicate this style stifles innovation, critical for Lamu's community-oriented policing, but resistance from traditional leaders may hinder change. Pilot programs highlighting improved outcomes through collaboration can persuade skeptics, aligning leadership with modern expectations. Training leaders to balance discipline with flexibility in non-crisis scenarios can also leverage its strengths while addressing its limitations, as the study noted its limited discipline perception. This requires a cultural shift, which case studies illustrating adaptability's benefits can facilitate, offering a practical way to improve service delivery without compromising order.

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