THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Bench Marking Practices and Service Delivery in the National Police Service in Mombasa County, Kenya

Wafula Mukhwana David
Post-Graduate Student, School of Business, Kenyatta University, Kenya
James Maina Rugami
Lecturer, School of Business, Kenyatta University, Kenya
Dr. Felistus Makhamara
Lecturer, School of Business, Kenyatta University, Kenya

Abstract:
Organizations today operate in a highly competitive and rapidly changing environment, which has compelled them to consider adopting and implementing various innovative management programs and techniques. Benchmarking is a modern approach to determining appropriate management measures. Police are presently required to identify various struggles in their networks, forestall or lessen unsettling public influences, and assemble and keep up with advertising. It is basic to perceive that estimating police execution is a troublesome undertaking full of complexities. There is no single metric that can even verge on estimating the viability of all that the police do. This research aims to investigate how benchmarking practices impact service delivery in Kenya's national police service in Mombasa County. The study's specific objectives were to investigate the impact of external, internal, functional, and process benchmarking on service delivery. Resource dependence theory, theory of constraints, and contingency theory guided the research. This study will use a survey research design. The study's target group was Mombasa County, police officers. The respondents for the review will be 65 paper officials and inspectorate individuals. Since the populace has less than 200 respondents, the review took an evaluation of 195. A survey will be the essential information assortment device in this review. This review utilized content legitimacy since it surveys how well the example of things addresses the substance that the test is expected to quantify. Cronbach's alpha reliability coefficient was employed to ascertain the questionnaire's validity. In analyzing data, the study employed both quantitative and qualitative methods. Regression analysis was used because it is a set of statistical analyses used to estimate the variables' association. The study established that external, internal, functional, and process benchmarking positively and significantly influenced the service delivery in Mombasa County's national police service. The study concluded that process benchmarking demonstrates how top-performing businesses carry out the specific process in question. Similar or identical practices within the same or similar functions outside the immediate sector are compared using functional benchmarking. Internal benchmarking is extremely effective because it assists in ensuring that every department is as efficient, establishing consistency, and setting and meeting standards across the board. The reference point in external benchmarking is established outside of the business environment. The study recommended that the organization's performance should be consistently evaluated, and they should set their own standards and compare their processes and performance to those of recognized organizational leaders or best practices from other industries that operate in a similar environment. The organization should validate and prioritize its strategies to address any gaps between its current performance and future performance. A company must implement a process that encourages idea sharing to be effective at internal benchmarking. Determine which processes should be benchmarked. The organization should collect benchmarking data from other companies through the creation of informal with other organizations in gathering data and comparing operational best practices, examining public monetary filing or purchasing industry reports.

Keywords: Benchmarking, external benchmarking, internal benchmarking, process benchmarking, functional benchmarking, service delivery

1. Introduction

1.1. Background to the Study

Public-sector organizations offer critical services to various economic sectors. Despite having less money and a plethora of functions and services to provide to the public, they frequently face pressure to perform better and must endure public scorn (Rainey, 2009). Benchmarking has been utilized as an apparatus, approach, and strategy for nonstop improvement in sectorial tasks to acquire and maintain an upper hand. Benchmarking has supported a culture of assessing one's own display, considering quality, and enduring risk with respect to it. It is done to further develop client relations and energize self-analysis (Ogden & Wilson, 2016).

Tolerance, criticism, and the need for a solid foundation for hunger for change and continuous motivation for quality improvement are governed by the amazing, big, ugly, or fragmented activities of the organization. Basically, the criterion for critical presentation will actually determine whether the exhibition achieved is better or something more similar (Norman, 2017).

Benchmarking is a method involved in comparing and evaluating performance. Looking at the exhibition of organizations, territories, and economies is clear enough to recognize assets from later on, especially with the increase in land creation, expanded exchanges across borders, and the growth of global communications. Existing global financial connections are governed by critical forces, and experts are truly determined to know how well they are performing or not performing well compared to their global competitors. It has been argued that using standardization at an authoritative level can foster development, divide holes and directions, and operate in terms of material and management (Dattakumar & Jagadeesh, 2013). In addition, estimates are often used at the level of government officials to determine strategies that are designed to influence performance at different stages to achieve a particular goal.

The delivery of management systems requires a combination of speculation to be implemented (Stock well, 2010). Management is viewed as a bunch of activities performed by an association that expects to make pride, which incorporates straightforward management and customer execution, as other authorized exercises that are important in the process of appropriate creation, for example, the first step or management styles.

Police killings estimates are regularly collected using hand-drawn or touching information. Experts can use precise information to obtain accurate measurements of police killings, for example, response times, neighborhood faults, small business ratings, etc. (Kelly & Swindell, 1984; Brown and Coulter, 1983, 2012). This information is often referred to as yield gaps and is important in answering quantitative and quantitative questions (Folz, 2004). For example, how can one category charge a response time compared to another in the same city? How powerful is diversity in reducing crime rates in one area?

The division of the police is essential, if not to civil society organizations; it is great for achieving the pragmatic results they seek (Moore & Braga, 2013). These effects are directly attributed to the goal of conflict, which affects public requests and people's lives. Thus, the main purpose of policing is to create a climate in which human freedom can be guaranteed.

1.1.1. Benchmarking Practices

In its broadest sense, measurement refers to comparing and evaluating performance. It is utilized as a device, approach, and procedure for consistent improvement in industry performance to achieve and maintain competitive advantage (Auluck, 2016). According to Francis and Holloway (2017), equity participation has fostered a culture of quality thinking, self-evaluation, and acceptance of responsibility. This is pointed toward further developing client relationships while also promoting self-criticism. In addition, Francis and Holloway (2017) observed that estimates are often used at the government level to make policies aimed at disrupting execution at different levels to accomplish targets. As a result, depending on the organization's activities' goodness, badness, or carelessness, it establishes priorities, urgency, and direction with a strong desire for change and a steady drive to improve quality. Benchmarking practices used in this study will include functional, internal, external, and process benchmarking.

Process balancing focuses on particular processes of production within a company; there is a whole company. The analysis assumes that by identifying best practices and comparing organizational processes, managers may enhance smaller systems' performance leading to better overall performance (Spendolini, 2018). Process balancing is aimed at improving the various stages of the production process and enhancing the learning efficiency of others. According to Rolstadas (2019), the measurement process identifies specific work processes that can be developed by mimicking external performance models that can be set as the best industry standard. In that sense, the evaluation process involves comparing personal service with other similar services for the purpose of self-improvement by adopting structures or methods that appear to be effective elsewhere.

Comparing an organization with another is about external benchmarking. Many government agencies want to know what other comparative authorities are doing to see how their performance is comparable (Henczel, 2015). According to Haas, Gomez, Xiong, Ahmed, and Nathens (2019), an organization can use the marking process to better understand how the efficiency of its process compares to that of its product marking to measure the relative value of similar products on the market, too, as a variety of other rating levels to measure any aspects of your business that you want to better understand. As a result, external evaluation helps companies better understand their industry because it allows them to compare competitors' strategies and improves them to work for the company more effectively.

According to Soni and Kodali (2016), internal benchmarking is a process of looking inside your factory to improve the potential process; internal does not compare one company to another. Internal benchmarking reduces the amount of time and money a company spends researching other companies. According to Amaral and Sousa (2019), internal benchmarking facilitates an easier transition for employees because they can adapt and adopt better practices as they improve the current processes in use. Internal best practices can be identified in large and midsize organizations with multiple divisions, business units, and warehouses. As a result, internal benchmarking is an essential tool utilized within an organization to enhance its processes and compare all result types from an individual, department, or team to another part of the company.

According to Czamara (2017), effective estimates compare internal jobs with those of the best foreign workers, regardless of industry. Effective measurement compares your organization with others in the same industry that may have the same metrics or processes from which you can learn. According to Wong, Song, Bruza, and Cheng (2019), functional comparisons are excellent at evaluating performance data. The average collection time, system availability, and average

construction years are all examples of performance comparisons. Effective measurement can identify best practices in your workplace, regardless of industry, and provide information on sector trends, volume comparisons, and a high level of development.

1.1.2. Service Delivery

Delivery of services requires an examination of assumptions and execution. A help is viewed as a bunch of exercises performed by an association that expects to make esteem, which incorporates explicit administrations or financial exercises, activities or tasks for clients, and other authoritative exercises that are important for the worth creation process, like initiative. Also, the board styles, execution structure, client relationship endeavors, and not simply administrations, for example, market contributions (Edvardsson, 2015). As indicated by Mia and Clarke (1999), accomplishment is the level at which a unit prevails with regard to accomplishing put out objectives or expressed objectives. Therefore any operational plan must include validation performance indicators and a framework for effective monitoring and evaluation.

These days, the public area is under expanding strain from inner and outer sources to exhibit execution upgrades (McAdam, Hazlett, and Casey, 2015). Like other government divisions, different public and nearby/metropolitan states are interested in execution estimation and revealing to improve performance and increase accountability (Barry, 2000). Managers of civil society organizations should evaluate performance as part of their management strategy to determine if the agency is performing as expected. The police are responsible for keeping law and control, keeping up with harmony, ensuring lives and property, forestalling and distinguishing wrongdoing, capturing crooks, and implementing all laws and guidelines. Effective help conveyance structures at all levels, up to the local area level, just as extraordinary units, have been worked to accomplish this (Ombwori, 2009).

National equity can be much more compelling in executing activity since it permits regions or areas with the best help conveyance to set the norm for government and society while addressing the issue of poor service delivery or governance overcrowding. Cultural or political situation is very difficult. Two examples of how this international comparison has been displayed to work are:

- The situation in Papua New Guinea, where the World Bank has joined forces with the Health Metrics Network to fortify the assortment of baby mortality information in a manner that considers correlations between parliaments, and
- The situation in India, where data collection, in the absence of state-level teachers, has expanded media consideration regarding holes in execution between them (Kremer et al., 2015)

1.1.3. National Police Service

National Police Service (NPS) is a security organization that includes:

- Kenya Police Service (KPS),
- Administration Police Service (APS), and
- Directorate of Criminal Investigation (DCI)

They are all employed by the NPSC, which is a government agency. The National Police Service Commission (NPSC) is a free commission set up under Section 246 of the Constitution of Kenya and engaged by the National Police Service Commission Act, No. 30 of 2011:

- Appoint and delegate people to act or act in the workplaces of the Unit, Guarantee arrangements,
- Decide advancements and move inside the National Police Force,
- Control disciplinary matters and eliminate people acting or acting office inside the unit, and
- Play out some other capacities recommended by public enactment

The National Police Service (NPS) is provided for in the Constitution of Kenya sections 238, 239, 243, 244, and 247, and came into operation with the passing of the National Police Service Act of 2011. One of the arrangements of the Act was the consolidation of the Kenya Police Force and the Administrative Police to frame the National Police Service and the foundation of a two-DIG Auditor General's Office. The NPS's vision is to have a world-class policing force, and the KPS's vision is to have world-class police and friendly, responsive, and trained staff.

The NPSC's view of police reform is in line with the Department's objectives. Proper management of personnel in issues of work and business, decency of advancements, thought of moves, and appropriate methodology in disciplinary procedures are, for the most part, crucial for spurring an Employee. The Commission's emphasis on friendly issues, like proposition and guidance on aggressive wages, advantages, lodging, and protection bundles, will assist with establishing a climate in which the police can work viably.

The Independent Police Oversight Authority (IPOA) is one of the foundations set up by IPOA Act No. 35 of 2011 to give resident command over the Kenyan police administration. Its standards incorporate applying Section 244 of the Constitution, which requires the Police:

- To make progress toward elevated expectations of morals and polished skills, and
- To advance straightforwardness and responsibility in the exhibition of their obligations

NPSC hopes that through a program of police reform and prioritization of operations and other police institutions, the police reforms will gain the momentum and momentum needed to achieve the transformational vision, 'Kenya's Safe and Safe Quality Police Services.'

1.2. Statement of the Problem

Since most developed countries might have high maturity levels and different political stands, it has been a concern whether the lessons learnt from the various visits for benchmarking can apply to the Kenyan National Police Service. According to Verrier (2017), some recommendations, guidelines, and principles of benchmarking are unattainable in the various police services and contexts. According to Vanhelden and Tillema (2015), the market forces absence in public sector organizations renders the exercise an ineffective tool. The researchers argue for a benchmarking theory that is appropriate for public-sector organizations. They created a public sector benchmarking theory depending on economic efficiency and institutional reasoning hypotheses that captured the normative economic behavior in public-sector organizations. The theory proposed a framework for public-sector benchmarking. The framework's goal was to ensure that benchmarking theory for public-sector organizations included economic efficiency and teleology.

Benchmarking is a well-known technique for assessing administration quality. Diagnosis of current status and analysis of success factors should precede product selection or evaluation process. Benchmarking is used in the service industry to measure efficiency or productivity. Actual pointers, factor usefulness markers, and monetary and monetary markers would all be able to be utilized to quantify proficiency or efficiency, as per Bichou and Gray (2004).

Organizations today operate in a highly competitive and rapidly changing environment, which has compelled them to consider adopting and implementing various new management systems and strategies. Benchmarking is a modern approach to determining appropriate management measures. Benchmarking can lead to higher performance because it is associated with best practices and allows an organization to establish challenging performance goals to understand its weaknesses and strengths. Benchmarking is most valuable when it is integrated into an organization's strategy.

In contrast to traditional-assigned tasks such as seeking after, capturing, and arraigning crooks, forestalling wrongdoing, and managing traffic offenses and mishaps, the police are currently associated with numerous exercises. Police are presently required to identify various struggles in their networks, forestall or lessen unsettling public influences, and assemble and keep up with advertising. Note that estimating police execution is complex while performing multiple tasks (Coleman, 2012; Maguire, 2013; Moore & Braga, 2013). Not a single metric can even come close to measuring the effectiveness of all that the police do.

The Kenya Police Force has long been in need of reform. Kenya's government initiated a police reform program in 2012. The government formed a task force comprised of state and non-state organizations such as Nairobi City Council, the Kenya Police Force (KPF), the APS, Kenya National Commission on Human Rights (KNCHR), and FIDA-Kenya, among others. The report was not made public, which stymied the reform process. During and after Kenya's post-election violence in 2017, the police reform agenda was raised once more. Many sectors, particularly the KNCHR, believed that the police delivered their services in an unprofessional and unfair manner. As a result, the government appointed the Waki Commission to investigate the security agencies' effectiveness and efficiency in providing service during and after the election violence. The commission's recommendations served as the foundation for the police reform process. Police reform was identified as one of the items that needed to be reformed in the National Accord. KPF and AP required comprehensive reform from constitutional, legal, policy, and institutional standpoints. In addition, in 2009, the Honorable Justice (Retired) Philip Ransley chaired a National Task Force on Police Reforms was chaired to develop a road map for police reforms. Following that, the cabinet adopted Justice Ransley's task force recommendations in 2009. The adoption of the reforms was facilitated by the adoption of the Kenyan Constitution in 2010, and the NPS and the NPSC were established to guide police service reforms.

Mwayayi (2015) explored benchmarking technique for administration conveyance improvement at Kenya Ports Authority and discovered that benchmarking strategy has benefited Kenya Ports Authority (KPA) through increased operational efficiency, customer satisfaction, and competitiveness. Long (2016) investigated how benchmarking management practices and Penang manufacturing firms' manufacturing performance were related and benchmarking leadership positively related to cost efficiency performance. The study of Erdil and Erbyk (2019) explored the importance of balance in strong management: Evaluating the relationship between overall quality management and marking, they found that rating, which is a comparison of information exchange, is the most efficient way of seeing the future and living it currently through making the required progress, and creating a new business future. A study by Murerwa and Kinyua (2020) investigated the role of standardized measurements in service delivery: international pharmaceutical firms' perspective in Nairobi City County. The findings indicate that generic ratings have notably impacted service delivery in the international pharmaceutical industry. Hence, the purpose of the study was to investigate the impact of balancing procedures on service delivery in the national police service in Mombasa County, Kenya.

1.3. Study Objectives

1.3.1. General Objective

To examine how benchmarking practices influence service delivery in the national police service in Mombasa County, Kenya.

1.3.2. Specific Objectives
- To examine the influence of the process benchmarking practice on NPS service delivery in Mombasa County, Kenya.
- To establish the influence of functional benchmarking practice on NPS service delivery in Mombasa County, Kenya.
- To determine the influence of internal benchmarking on NPS service delivery in Mombasa County, Kenya.
- To investigate the influence of external benchmarking on NPS service delivery in Mombasa County, Kenya.

1.4. Significance of the Study

The study's findings are expected to help the National Police Service improve service delivery through diligent benchmarking practices. The study could be used by NPS at various levels of management to effectively and efficiently implement best quality practices to transform the entire service delivery system.

The government or policymakers cannot ignore the role of the police in the development of Government policy papers. As a result, when the government develops strategic plans, it may choose to use this study to effectively assess well-performing security apparatus in other countries and employ the findings to improve service delivery.
Researchers and academics will use the data to delve deeper into the study topic. Research data and information collected will be used in depth in the article for better understanding.

1.5. Scope of the Study

Mombasa County, Kenya, was the site of this research. The National Police Service was the unit of analysis, and the gazetted and inspectorate officers, totaling 195, were the observation unit. The study on benchmarking practices included external, internal, functional, and process benchmarking. Data were gathered through the distribution of questionnaires to all respondents.

1.6. Limitations of the Study

Participants interviewed were reluctant to provide data for fear that it would be used to intimidate them or paint a negative image of them through the NPS. Some people may not even want to complete a list of questions. The University sent a letter of introduction to participants, assuring them of the confidentiality of the obtained information and that it was used for educational purposes only.

The researcher had difficulty obtaining data from respondents because the data required is restricted to the spaces of feelings, sentiments, perspectives, and ideas that cannot be accurately measured and/or validated. Since research tools will not have their own names, the researcher will encourage respondents to participate without withholding any information they have.

2. Literature Review

2.1. Introduction

This part highlights the theoretical and empirical review, the reviewed literature summary, research gaps, and the conceptual framework.

2.2. Theoretical Review

The part covers a review of theories used to guide the study. These theories included; contingency theory, resource dependency theory, and theory of constraints.

2.2.1. Contingency Theory

According to this theory, there is no right way to organize an industry and its institutional structure (Fiedler, 1964). In addition, it claims that the best structure for any association is the one that best suits the referred crisis, like the climate. Every business faces its own arrangement of inward and outside challenges, just as explicit ecological occasions influence the disruptive phases of natural vulnerability. In this manner, there is no proper institutional structure for each organization because every association has an alternate authoritative culture and hazard viewpoint (Delmas & Montiel, 2009). Measurement ratings are widely accepted as an essential tool for gaining and maintaining efficiency. Many research activities by various authors reflect the attention of the program. A number of scholars have previously conducted a literature review on benchmarking. Nonetheless, in light of recent contributions, an all-inclusive assessment is attempted here. A benchmark is a measure of beauty that can be measured and compared to its performance in the business world (Saxena, 2011). This theory supports the first variable, process benchmarking practices.

2.2.2. Resource Dependence Theory (RDT)

The fact that the organization's external resources have an impact on its operations is the basis of RDT. Acquisition of external resources is an essential goal of any management company. On the other hand, Jackson and Lund (2000) note that it did not end there in the 1970s when the idea of the effects of this value became official, with the distribution of 'The External Control of Organizations: A Resource Dependence Perspective.' Asset Dependence hypothesis has suggestions for the foundation of the most helpful organizations, the appointment of board members and other staff, production programs, external organizational relationships, contract formation, and other organizational strategy aspects. As a result, RDT is among many institutional research theories on industry ethics and performance (Camp, 2010).

Another assumption of resource dependence theory is the ability of an organization to operate in a complex environment associated with a broad reliance directly related to the quality and efficiency of directors comprising the board or its board funding (Pfeffer & Salancik, 2004, 1978). In theory, corporate boards are the mechanisms for managing such external and internal environmental impacts and reducing uncertainty in such an environment (Gales & Kesner, 1994). This vision increases the organization's overall efficiency and reduces costs (Hillman *et al.*, 2000). This theory supports the function of internal and external benchmarking practices as part of the diligent use of resources.

2.2.3. Theory of Constraints (TOC)

Eliyahu Goldratt developed a theory of relativism in the early 1980s as a program management philosophy. The fundamental reason for the TOC is that restrictions characterize the working furthest reaches of any framework. Advocates of the TOC contend that assuming administrators need to work on the exhibition of their association, they should zero in on viably dealing with the force and limit of these issues. Courses of action, worldwide execution estimations, and techniques for considering the three TOC ideal models arose a quarter century prior (Blackstone, 2011). Draman (1995), as of late, alluded to these three ideas as dynamic, execution estimation frameworks, and authoritative mentalities separately. At first, the coordinations worldview expected supervisors to search out and redesign framework issues to augment execution. This incorporated the utilization of drum-cradle rope arranging procedures and five TOC center advances. Global action measures have been successfully implemented in the second paradigm. These metrics, based on outcomes, operating costs, and lists, enable managers to quickly evaluate the impact of any decision and help them stay focused on the business objective. Recently, thinking processes have become more widely used.

Benchmarking involves exploring an industry or serious practices, exercises, and items to meet or pass. Estimations are utilized by organizations in different businesses to assess their victories and to recognize their deficiencies. The use of worldwide execution guidelines and/or TOC figuring cycles would, thus, be able to be gainful in further developing assistance times, the progression of data, and the redesign of managerial work (Spencer & Wathen, 1994). Difficulties hypothesis is a strategy for recognizing the main constraint (for example, limit) that keeps the objective from being accomplished and deliberately fosters that breaking point until it is not an impediment. Accordingly, the issue hypothesis is a significant instrument that task chiefs should use to oversee issues and further develop process stream, which is the main issue in adjusting. The second variable on functional benchmarking practices is supported by this theory.

2.3. Empirical Review

The area highlights a discussion of the empirical studies done in relation to the study-specific objectives:

2.3.1. Process Benchmarking Practice and Service Delivery

Hashim, Yusoff, and Chemat (2018) investigated the benchmarking process and its relationship to organizational service delivery. The study interviewed officers from 35 Peninsular Malaysian local governments who were involved in a benchmarking project. In this study, the analysis unit is an organization made up of departments, each of which is led by a director. In order to assess the organization's performance in Malaysian local governments, the Construction Department was selected as the representative of the entire organization. Pearson Correlation has been used to provide the first definition of various relationships. The findings revealed that there is an important connection between the evaluation process and the factors that affect effective evaluation, as well as the important relationship between the evaluation process and the delivery of organizational services.

Catherine (2017) investigated how the measurement process impacted supermarket performance: A Supermarket Survey in the Kisii Region. A model design was used in the study. 200 employees from selected supermarkets were targeted, and the 20 employees sample size was reduced because of time constraints using random samples. Data were obtained using a questionnaire. Descriptive statistical methods such as weight, measurement, and percentages were deployed in data evaluation. According to the study findings, when it comes to benchmarking, businesses focus on achieving progress in key processes to reap immediate gains.

The study by Karimu and Campus (2017) looked at the relationship between benchmarking and the Nigerian banking industry's organizational service delivery. The study drew on primary and secondary data sources. The total population was 7600 people. The size of 380 was acquired utilizing the Taro Yamane recipe. The z-test and the coefficient of Spearman's connection level were utilized to test the speculations. It was discovered that the critical benchmarking process and service delivery in the banking sector had a connection.

2.3.2. Functional Benchmarking Practice and Service Delivery

Abazeed (2017) conducted a study on industrial companies in Jordan investigating functional benchmarking and its impact on operational performance. This research was conducted in two stages. The first phase's goal was to investigate the extent to which benchmarking culture exists in the targeted organizations. The phase's ultimate goal was to identify the dimensions of benchmarking culture that could be used in phase two. Phase two was intended to examine the impact of benchmarking culture on the Jordanian industrial companies' organizational performance. 50 industrial companies from Amman and Irbid were randomly selected as a sample. A questionnaire-based survey was undertaken to collect data from these companies' employees. According to the findings, all performance measurement measures have emphatically affected Jordanian modern organizations' performance.

Ogollah (2016) investigated the relationship between functional benchmarking and service delivery in the Kenyan branch of Barclays Bank. The questionnaire was used to collect key data. 50 people were elected, with 37 responding. Descriptive and non-descriptive statistics were utilized for data evaluation. The correlation analysis revealed that previous measurement knowledge, organizational commitment to measurement, and internal analysis of internal competition were all strongly correlated with measurement. This discovery also demonstrates that service delivery is related to benchmarking and that the relationship is positive, i.e., the more you benchmark, the better you perform.

The Murerwa and Kinyua (2020) study looked at the impact of effective balances on service delivery from the international pharmaceutical companies' perspective in Nairobi City County. A number of studies were conducted by managers of international pharmaceutical companies in Nairobi County, which made data collection easier because most of them have headquarters in Nairobi. Census data were gathered using a systematic questionnaire. Data was then filtered,

and descriptive and non-descriptive statistics helped evaluate quantitative data. A simple line analysis of the descent reveals that effective measurement has a statistically significant effect on the Nairobi City County pharmaceutical firm's service delivery.

2.3.3. Internal Benchmarking Practice and Service Delivery

Ochoka (2016) investigates the impact of internal performance measurement: evidence from Kenyan shipping firms. The target population consists of 60 firms that are currently employed at Nairobi freight forwarding firms. The researcher used the convenience sampling method to select a sample of 30 freight forwarding firms in Kenya. For data collection, the researcher used a survey questionnaire. For this study, secondary data was also gathered. Descriptive statistics were utilized to dissect quantitative information gathered, while the content examination was deployed to investigate quality information. The investigation discovered that internal benchmarking was used in freight and forwarding companies as an incremental continuous improvement tool and for major process re-engineering changes.

Amaral and Sousa (2019) have conducted practical research on barriers to internal measurement systems. Based on the literature, this paper develops an internal measurement constraint categorized list and confirms and enriches them with in-depth research of the internal measurement measure. There are several types of barriers to internal measurement systems: firms' hindrances like individuals, culture, setting, project the executives' estimation obstructions like arranging and execution, initiative, and business tensions, and estimation information cutoff points, for example, trouble getting to/looking at information.

Evaluation as a strategy to manage performance in the manufacturing industry was done by Ugochukwu (2017). The study used 3 Aba, Abia State's manufacturing firms as a case study. The information was gathered from both primary and secondary sources. The respondents were chosen at random from the three manufacturing industries as the primary source of primary data. The questionnaire was a key data collection tool. The z test was deployed in testing the concept. The main findings of this study were that manufacturing companies participate in an internal evaluation to obtain good industry practices and compliance with competitors.

2.3.4. External Benchmarking Practice and Service Delivery

Agbo's (2020) study investigated the effects of external benchmarking on manufacturing firm performance: 'A Study of Nigerian Breweries Plc. Enugu, Nigeria.' The researcher used the survey design. The researcher distributed 109 questionnaires to employees of Nigerian Breweries in Enugu. It was conclusive that an external benchmark, defined as a standard test or test set utilized to compare alternatives includes components such as dynamic comparisons, activity samples, and performance measurements.

Northcott and Llewellyn (2015) investigated the impact of the UK's external health rating. The research is based on recent publications and government announcements. It tracks the transformation of the health care policy statement, which marked the transition from the early 1990s to the domestic market to a New Labor Metrics-based approach. The external measurement requirements set out in government strategy are communicated as far as near rules that mirror the expressed standard of moral sharing, yet are worked and appropriated as association tables of markers with set execution measures.

Adewunmi, Omirin, and Koleoso (2015) investigated external balancing challenges in the management of Nigerian institutions. Data were obtained by a self-administered questionnaire and distributed to 120 FM organizations in the city of Lagos. In addition, six institutional managers were interviewed. The survey found an average of 66% in Abuja, 74% responses in Lagos, and 93% in Port Harcourt, individually. Single-direction examination of change and t-tests were utilized to decide if authoritative qualities cause huge contrasts in the kinds of estimation challenges experienced. Based on the findings, external evaluation is a major challenge to institutional governance in Nigeria.

3. Research Methodology

3.1. Introduction

The section covers the study methodology: study design, targeted group, design for sampling, sample size, tools for collecting data, piloting, procedures for collecting data, evaluation, and presentation of data.

3.2. Research Design

Survey research design was deployed. Orodho (2013) defines research design as a way to gather information by discussing or providing a list of questions in a sample of people. A key feature of a research project is using questionnaires to describe specific characteristics of a large group of institutions, objects, or people (Jaeger, 1998). According to Kothari (2004), a case study is a far-reaching investigation of a social unit, despite that unit being an individual, a gathering, a social place, a locale, or a local area. It is a form of qualitative analysis in which a person, situation, or institution is carefully considered. Attempts are made to study each component of the relevant unit in the smallest detail and to summarize and speculate on the case data.

3.3. Target Population

Burns and Grove (2013) describe the population as every element meeting the study inclusion criteria. Criteria for eligibility are a set of characteristics required for membership in the target population, which is described as any group of institutions, persons, or objects with similar characteristics. The number of people targeted for the study was Mombasa

County police officers. The respondents to the study will be 65 gazette officers and inspectorate members, as presented in table 1.

Staff Category	Staff Number
Gazetted officers	75
Members of inspectorate	120
Total	195

Table 1: Target Population
Source: NPS Mombasa County

3.4. Sampling Design and Sample Size

Sampling is the selection of a small set of people to participate in a study (Ogula, 2015). Lohr (2009) posits that a sample size is the sum of all individuals chosen from the entire set of groups. Because the population has fewer than 200 respondents, the study will take a census of 195.

3.5. Data Collection Instrument

In collecting primary data, a questionnaire was used since it reaches a large number of people, allows respondents adequate time to respond, and respects respondents' privacy. That will be done in a drop-and-pick fashion. The questionnaire will be categorized into open and closed items.

3.5.1. Study Instruments Validity

Cooper and Schindler (2011) define eligibility as a tool for measuring the structure of a study. This study will use the appropriateness of content since it examines how well the sample material represents the content of the test intended to measure. As per Mugenda and Mugenda (2003), substance validity alludes to the level at which the things in the test are well-represented throughout the rated domain. Hence, the investigator used the content validity test to ensure the questionnaire was in simple language for the participants to comprehend and to test the clarity of the questions. According to Gall, Borg, and Gall (2012), expert judgment enhances the appropriateness of the content of a tool, and as such, the researcher will seek the help of administrators to determine which tools will gauge what they expect to quantify.

3.5.2. Reliability of Study Instruments

The reliability test will be used to determine how consistent the items in the questionnaire are. This is due to Ranjit (2015) demonstrating that reliability is the level at which similar data collection instruments produce the same results in different situations using the same process when tested. Cronbach's alpha reliability coefficient was used to ascertain the questionnaire's validity. Furthermore, Ranjit (2015) contends that a reliable instrument should produce an equal to or greater than 0.7 correlation coefficient. As a result, the study attained a 0.732 correlation coefficient. The results are shown in table 2.

Variable	Cronbach's Alpha Value	Number of Items	Conclusion
Process benchmarking	0.772	6	Reliable
Functional benchmarking	0.603	6	Reliable
Internal benchmarking	0.86	6	Reliable
External benchmarking	0.522	6	Reliable
Service delivery	0.905	6	Reliable
Aggregate Score	0.732		Reliable

Table 2: Results of Reliability Tests
Source: Pilot Study (2022)

The above findings demonstrate that Cronbach's Alpha index values had a variance of a high of 0.905 for the service delivery variable and a low of 0.522 for the scheduled external benchmarking variable. The five study variables' reliability test aggregate score was 0.732. This falls within the 0.7 recommended minimum value to indicate a questionnaire's internal consistency acceptable level based on the Mugenda and Mugenda (2003) recommendation of 0.7 coefficient score showing the high reliability of an instrument.

3.6. Data Collection Procedure

A visit to the station administrators will be made to be permitted to visit the sampled respondents. Questionnaires will be distributed using the drop-and-pick method, and participants will keep the questionnaires for a maximum of two weeks. Following that, the researcher collected the completed questionnaires.

3.7. Data Analysis and Presentation

Data analysis entails classifying, organizing, exploiting, and summarizing data to answer research questions (Kothari, 2004). This analysis was performed to ascertain the outcome of sound research. To analyze data, the study will employ both quantitative and qualitative methods. Quantitative data was coded and entered into a computer. Inferential

and descriptive statistics (percentages and frequency distribution tables) were run using SPSS. Tables and charts presented the collected data.

Regression analysis was used to estimate the relationship between variables. It leads to an understanding of how independent variables are related to a dependent variable, as well as an investigation of how they are related.

- $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$
- Y= Service delivery (Dependent variable).
- β_0= It is the constant performance when other factors are zero.
- X_1= Process benchmarking
- X_2= Functional benchmarking
- X_3=Internal benchmarking
- X_4= External benchmarking
- β_1 to β_4 = coefficients that define the rate of change of Y in relation to a unit change in the production variable. Every coefficient must be tested with a 95% confidence level
- e= error term

These are factors that influence the dependent variable but are not included in the model because they are unknown or difficult to measure.

3.8. Ethical Consideration

The objective of research morals is to guarantee that nobody is hurt or encounters unfriendly results because of examination exercises (Cooper & Schindler, 2011). Everyone has the right to privacy, and respondents should be treated with dignity. The privacy guarantee is crucial not only to maintain the study's validity but also to protect respondents. As stated by Polit and Hungler (1999), the research ethics observed during the study were in accordance with the principles of justice, respect for human dignity, and beneficence.

The researcher explained to the participants that the study was being conducted for academic purposes only, that no one would be forced to participate, and that participants' privacy will be protected. The data collection permission was obtained from Kenyatta University and NACOSTI, which allows individuals to conduct any investigation, inquiry, or interview for the sole reason of gathering information or data.

4. Data Analysis, Interpretation and Discussion

4.1. Introduction

The findings from the field data are presented in this chapter. It starts with information on the response rate, then the participants' background information, and later the statistics and regression analysis.

4.2. Response Rate

195 questionnaires were given to participants, who consisted of Gazetted officers and members of the inspectorate. The results are displayed in table 3.

Category	Questionnaires Administered	Questionnaire Returned	Percentage
Gazetted officers	75	73	97.3
Members of inspectorate	120	118	98.3
Total	195	191	97.9

Table 3: Response Rate
Source: Field Data (2022)

Table 3 shows a 97.3% response rate from the Gazetted officers and 98.3% from the members of the inspectorate. The overall response rate was 97.9% which was deemed appropriate for analysis, implying that the findings were acceptable and credible due to the high response rate.

4.3. General Information

The participants' demographic data focused on the respondents' gender, age group, length of service, and education level.

4.3.1. Gender

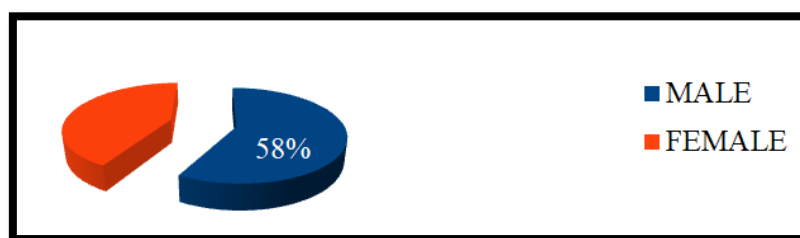The respondents' gender representation is presented in figure 1.

Figure 1: Participants' Gender
Source: Research Data (2022)

Based on the results, the males were the majority, with 57.1%, whereas 42.9% were accounted for by females. Participants' gender was crucial in showing a real representation of the participants in the study in ensuring each gender's equal chance.

4.3.2. Age Group
The participants' age group representation is in table 4.

Years	F	%
18 to 25	18	9.4
26 to 35	62	32.5
36 to 45	81	42.4
45 and above	30	15.7
Total	191	100

Table 4: Participants' Age Group
Source: Research Data (2022)

Table 4 shows that:
- 42.4% were aged between 36 and 45 years
- 32.5% were aged between 26 and 35,
- 15.7% were in the age group of 45 years and above, and
- 9.4% were aged between 18 and 25 years

It implies that the respondents who took part cut across different age gaps. Employee age diversity within the organization is essential since it brings employees from a diverse experience that improves decision making, hence better service delivery.

4.3.3. Highest Level of Education
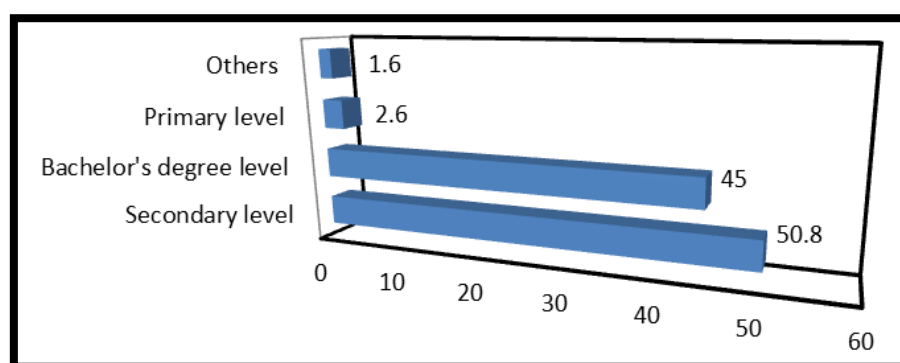Participants' highest academic level representation is presented in figure 2.

Figure 2: Participants' Highest Education Level
Source: Research Data (2022)

The majority (50.8%) of the participants had a secondary level education, 45.0% had a bachelor's degree level education, 2.6% had a primary level education, and 1.6% others which they indicated a college certificate and Master's degree education level. It demonstrates that the participants had attained a higher level of education.

4.4. Descriptive Analysis Results
Descriptive data analysis was presented using Mean (M) and Standard Deviation (SD), and findings were displayed based on specific variables.

4.4.1. Process Benchmarking

The investigation tried to examine how processing benchmarking practice influences NPS service delivery in Mombasa County, Kenya. Results are tabulated below.

Statement	M	SD
Benchmarking has resulted in higher police officer training standards.	3.96	1.04
NPS training facilities have been improved as a result of benchmarking.	4.43	0.57
Benchmarking has resulted in effective leadership in the NPS.	4.78	0.22
As a result of benchmarking, NPS has effective and efficient communication.	4.10	0.90
As a result of benchmarking, NPS has acquired modernized communication devices.	4.69	0.31
Aggregate Score	4.51	0.49

Table 5: Process Benchmarking
Source: Research Data (2022)

The results show that the participants strongly agreed that process benchmarking practice influences NPS service delivery in Mombasa County, Kenya, with a 4.51 aggregate mean score and 0.49 SD. These findings agree with the findings of Hashim, Yusoff, and Chemat (2018). They investigated how benchmarking process and organizational service delivery relate and reported the existence of a significant relationship between the evaluation process and the factors that affect effective evaluation, as well as the significant relationship between the evaluation process and the delivery of organizational services.

Participants strongly agreed that benchmarking has resulted in effective leadership in the NPS. (M=4.78, SD=0.22) and that, as a result of benchmarking, NPS has acquired modernized communication devices (M=4.69, SD=0.31). The results agree with Catherine (2017), who investigated how the measurement process impacted supermarket performance: A Supermarket Survey in the Kisii Region. According to the study's findings, when it comes to benchmarking, businesses emphasize achieving progress in key processes to reap immediate gains.

The respondents agreed with the statements that NPS training facilities have been improved as a result of benchmarking (M=4.43, SD=0.57). As a result of benchmarking, NPS has effective and efficient communication (M=4.10, SD=0.90), and benchmarking has resulted in higher police officer training standards (M=3.96, SD=1.04). These findings agree with Karimu and Campus (2017). They looked at how benchmarking and organizational service delivery in the Nigerian banking industry associate and discovered that critical benchmarking process and service delivery in the banking industry had a connection.

4.4.2. Functional Benchmarking

They tried establishing how functional benchmarking practice influences NPS service delivery in Mombasa County, Kenya. Results are displayed in table 6.

Statement	M	SD
Because of benchmarking, the structure of NPS has changed.	4.08	0.92
Benchmarking has resulted in the development of competent and implementable strategies.	4.27	0.73
As a result of benchmarking, the police officers at NPS have met the required UN ratio of police to civilians.	4.72	0.28
NPS has been successful in retaining skilled personnel in the service.	4.53	0.47
Aggregate Score	4.12	0.98

Table 6: Functional Benchmarking
Source: Research Data (2022)

The findings report that the participants agreed that functional benchmarking practice influences NPS service delivery in Mombasa County, Kenya, as displayed by the 4.12 aggregate mean score and 0.98 SD. The findings are consistent with Abazeed (2017), who focused on industrial companies in Jordan investigating the impact of functional benchmarking on operational performance. According to the findings, all performance measurement measures have emphatically affected Jordanian modern organizations' performance.

The respondents strongly agreed that as a result of benchmarking, the police officers at NPS have met the required UN ratio of police to civilians (M=4.72, SD=0.28) and that NPS has successfully retained skilled personnel in the service (M=4.53, SD=0.47). This outcome concurs with Ogollah (2016). He explored the relationship between functional benchmarking and service delivery in Barclay's Bank's Kenyan branch. The correlation analysis revealed that previous measurement knowledge, organizational commitment to measurement, and internal analysis of internal competition were all strongly correlated with measurement.

The respondents agreed that benchmarking has resulted in the development of competent and implementable strategies (M=4.27, SD=0.73), and because of benchmarking, the structure of NPS has changed (M=4.08, SD=0.92).

This agrees with the Murerwa and Kinyua (2020) study that looked at the impact of effective balances on service delivery from Nairobi City County's international pharmaceutical companies' perspective. A simple line analysis of the descent reveals that effective measurement statistically impacts Nairobi City County's pharmaceutical firm service delivery.

4.4.3. Internal Benchmarking Practice

The study tried to ascertain how internal benchmarking influences NPS service delivery in Mombasa County, Kenya. The results are displayed in table 7.

Statement	M	SD
Internal benchmarking has facilitated skill transfer within NPS departments and units.	4.05	0.95
Internal benchmarking has improved customer service at the NPS.	4.29	0.71
Inner tasks examination permits the board to rapidly disperse aptitude all through the association.	4.11	0.89
Internal benchmarking has resulted in better knowledge management at NPS.	4.52	0.48
Internal benchmarking has resulted in better service delivery.	4.61	0.39
Aggregate Score	4.32	0.68

Table 7: Internal Benchmarking Practice
Source: Research Data (2022)

The results show that participants agreed that internal benchmarking influences NPS service delivery in Mombasa County, Kenya, with a 4.32 aggregate mean score and 0.68 SD. These findings agree with Ochoka (2016), who investigated the impact of internal performance measurement: evidence from Kenyan shipping firms and the investigation discovered that internal benchmarking was used in freight and forwarding companies as an incremental continuous improvement tool as well as for major process re-engineering changes.

Participants agreed strongly with the statements that internal benchmarking has resulted in better service delivery (M=4.61, SD=0.39) and that Internal benchmarking has resulted in better knowledge management at NPS (M=4.52, SD=0.48). The findings concur with Amaral and Sousa (2019), who conducted practical research on barriers to internal measurement systems and found that there are several types of barriers to internal measurement systems: firms hindrances like individuals, culture, setting, project the executives estimation obstructions like arranging and execution, initiative, and business tensions, and estimation information cutoff points, for example, trouble getting to/looking at information.

The respondents agreed to the statements that internal benchmarking has improved customer service at the NPS (M=4.29, SD=0.71), Inner tasks examination permits the board to rapidly disperse aptitude all through the association (M=4.11, SD=0.89), and that internal benchmarking has facilitated skill transfer within NPS departments and units (SD=0.95, M=4.05). The findings agree with Ugochukwu (2017), who focused on evaluation as a strategy to manage performance in the manufacturing industry. The main study findings were that manufacturing companies participate in an internal evaluation to obtain good industry practices and compliance with competitors.

4.4.4. External Benchmarking Practice

The study sought to assess how external benchmarking influences NPS service delivery in Mombasa County, Kenya. The outcomes are tabulated as follows:

Statement	M	SD
The NPS scene management has improved as a result of external benchmarking.	3.30	1.70
As a result of external benchmarking, the NPS information systems have improved.	4.48	0.52
NPS examines its strategies in order to achieve good regional performance as a result of external benchmarking.	3.34	1.66
External benchmarking has helped to keep NPS policing styles on a global scale.	3.93	1.07
External benchmarking has led to the NPS taking a combative approach to emerging trends in crime commission.	4.78	0.22
Aggregate Score	3.93	1.07

Table 8: External Benchmarking Practice
Source: Research Data (2022)

The above results show that the participants agreed that external benchmarking influences NPS service delivery in Mombasa County, Kenya, as displayed by a 3.93 aggregate mean and 1.07 SD. The findings concurred with Agbo's (2020), who studied the effects of external benchmarking on manufacturing firm performance: A Study of Nigerian Breweries Plc and concluded that an external benchmark, described as a standard test or test set utilized to compare alternatives, includes components such as dynamic comparisons, activity sample, and performance measurements.

The participants strongly agreed that the external benchmarking has led to the NPS taking a combative approach to emerging trends in crime commission (M=4.78, SD=0.22). The findings agree with Northcott and Llewellyn (2015), who investigated the impact of the UK's external health rating. The research is based on recent publications. Government announcements and the external measurement requirements set out in government strategy are communicated as far as near rules that mirror the expressed standard of moral sharing. However, they are worked and appropriated as association tables of markers with set execution measures.

Participants agreed that, as a result of external benchmarking, the NPS's information systems have improved (M=4.48, SD=0.52) and that external benchmarking has helped to keep NPS policing styles on a global scale (M=3.93, SD=1.07). The results are consistent with Adewunmi, Omirin, and Koleoso (2015), who investigated external balancing challenges in the management of Nigerian institutions, and the findings reported external evaluation as a major challenge to institutional governance in Nigeria.

The respondents indicated to a moderate extent that NPS examines its strategies to achieve good regional performance due to external benchmarking (M=3.34, SD=1.66) and that the NPS scene management has improved due to external benchmarking (M=3.30. SD=1.70). The results contradict Agbo's (2020) study that investigated the effects of external benchmarking on manufacturing firm performance: A Study of Nigerian Breweries Plc. and concluded that an external benchmark, described as a standard test or test set utilized to compare alternatives, includes components such as dynamic comparisons, activity sample, and performance measurements.

4.4.5. Service Delivery

The study sought to determine the extent of the influence of benchmarking practices on NPS service delivery in Mombasa County, Kenya. The findings are tabulated below.

Statement	M	SD
The use of benchmarking has aided in the delivery of services.	4.48	0.52
Adoption of benchmarking resulted in a reduction in crime.	4.61	0.39
Employee turnover has decreased as a result of benchmarking.	4.59	0.41
The use of benchmarking has resulted in NPS innovations.	4.78	0.22
As a result of benchmarking adoption, NPS has experienced cost savings.	4.55	0.45
Aggregate Score	4.60	0.40

Table 9: Service Delivery
Source: Research Data (2022)

The findings show that participants agreed strongly that benchmarking practices impact the NPS service delivery in Mombasa County, Kenya, with an aggregate mean of 4.60 and a standard deviation of 0.40. This agrees with Francis and Holloway (2017), who observe that estimates are often used at the government level to make policies aimed at disrupting execution at different levels to accomplish targets.

Participants strongly agreed that the use of benchmarking has resulted in NPS innovations (M=4.78, SD=0.22), adoption of benchmarking resulted in a reduction in crime (M=4.61, SD=0.39), employee turnover has decreased as a result of benchmarking (M=4.59, SD=0.41) and that as a result of benchmarking adoption, NPS has experienced cost savings (M=4.55, SD=0.45). According to Haas, Gomez, Xiong, Ahmed, and Nathens (2019), an organization can use the marking process to better understand how the efficiency of its process compares to that of its product marking to measure the relative value of similar products on the market, too as a variety of other rating levels to measure any aspects of your business that you want to better understand.

The respondents agreed that the use of benchmarking has aided in the delivery of services (M=4.48, SD=0.52). According to Dattakumar and Jagadeesh (2013), benchmarking involves comparing and evaluating performance. Looking at the exhibition of organizations, territories, and economies is clear enough to recognize assets from later on, especially with the increase in land creation, expanded exchanges across borders, and the growth of global communications.

4.5. Results of Regression Analysis

The regression analysis results are represented in tables 10, 11, and 12.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.739a	.546	.536	.492	.546	55.903	4	186	.000

Table 10: Model Summary
Source: Research Data (2022)

The results in table 10 show that 0.536 (53.6%) is the value of adjusted R square showing the extent to which service delivery in the NPS Mombasa County was determined by the external benchmarking practice, internal benchmarking practice, process benchmarking, and functional benchmarking. Hence, other variables not investigated accounted for the remaining 46.4%.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.134	4	13.533	55.903	.000b
	Residual	45.028	186	.242		
	Total	99.162	190			

Table 11: Analysis of Variance
Source: Research Data (2022)

The value 0.000b demonstrates that the level of significance is <0.05 indicating the model's statistical significance on how external benchmarking practice, internal benchmarking practice, process benchmarking, and functional benchmarking influenced the service delivery in the national police service in Mombasa County. The F calculated value (55.903) is greater than the value of F tabulated (13.533) at 5% significance level, confirming the significance of the model.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.607	.343		14.582	.000
	Functional benchmarking	.767	.075	.412	10.227	.000
	Process benchmarking	.616	.054	.629	11.407	.000
	Internal benchmarking practice	.541	.051	.628	10.608	.000
	External benchmarking practice	.629	.027	.261	23.296	.000

Table 12: Coefficients
Source: Research Data (2022)

The results revealed that a constant value of 0.607 represents the amount by which the service delivery in the NPS in Mombasa County changes when external benchmarking practice, internal benchmarking practice, process benchmarking, and functional benchmarking are held constant.

The regression equation: $Y = 0.607 + 0.767X_1 + 0.616X_2 + 0.541X_3 + 0.629X_4 + \varepsilon$

Where:
- Y = Service delivery
- X_1 = Process benchmarking
- X_2 = Functional benchmarking
- X_3 = Internal benchmarking practice
- X_4 = External benchmarking practice

The study observed that a 0.767 represented the amount by which service delivery in the NPS in Mombasa County changes when there is a one-unit variation in process benchmarking other variables at constant. The study established that process benchmarking significantly and positively influences the service delivery in the NPS in Mombasa County, Kenya, as displayed by t-value (t= 10.227, p < 0.05). The findings are in line with Catherine (2017), who investigated the measurement process' impact on supermarket performance: A Supermarket Survey in the Kisii Region. According to the findings of the study, when it comes to benchmarking, businesses emphasize achieving progress in key processes to reap immediate gains.

The study observed that 0.616 represented the amount by which service delivery in the NPS in Mombasa County changes with a unit change in functional benchmarking and other variables at constant. The study established that functional benchmarking positively and significantly influences the service delivery in the NPS in Mombasa County, as demonstrated by t-value (t= 11.407, p < 0.05). This is consistent with Ogollah's (2016) study that investigated the relationship between functional benchmarking and service delivery in the Kenyan branch of Barclays Bank. The correlation analysis revealed that previous measurement knowledge, organizational commitment to measurement, and internal analysis of internal competition were all strongly correlated with measurement.

The study observed that a 0.541 represented the amount by which service delivery in the NPS in Mombasa County changes with a unit change in internal benchmarking practice and other variables at constant. The study established that internal benchmarking practice had a positive and notable influence on service delivery in the NPS in Mombasa County, Kenya, as illustrated by t-value (t= 10.608, p < 0.05). The results are in line with Ugochukwu (2017), which focused on evaluation as a strategy to manage performance in the manufacturing industry. The main findings were that manufacturing companies participate in an internal evaluation to obtain good industry practices and compliance with competitors.

The study observed that 0.629 represented the amount by which service delivery in the NPS in Mombasa County, Kenya, changes when a unit change in external benchmarking practice keeps other variables constant. The study established that external benchmarking practice positively and significantly influence service delivery in the NPS in Mombasa County as demonstrated by t-value (t= 23.296, p < 0.05). The findings agree with Adewunmi, Omirin, and Koleoso (2015), which investigated external balancing challenges in Nigerian institutions' management. According to the findings, external evaluation is a major challenge to institutional governance in Nigeria.

5. Summary, Conclusions, and Recommendations

5.1. Introduction

The section covers the summary, conclusions, recommendations, and suggestions for further studies.

5.2. Summary

The study generally sought to examine how benchmarking practices influence service delivery in the NPS in Mombasa County, Kenya. The benchmarking practices studied included; external, internal, functional, and process benchmarking. Data was collected using questionnaires. Descriptive and regression analysis evaluated data. The results are as displayed below:

The study sought to examine how the process of benchmarking practice influences NPS service delivery in Mombasa County. The study observed that a 0.767 represented the amount by which service delivery in the NPS in Mombasa County, Kenya, changes when there is a one-unit variation in process benchmarking and other variables at constant. The study established that process benchmarking significantly and positively influences the service delivery in the NPS in Mombasa County, Kenya, as displayed by t-value (t= 10.227, p < 0.05). Benchmarking has resulted in effective leadership in the NPS. As a result of benchmarking, NPS has acquired modernized communication devices, and NPS training facilities have been improved as a result of benchmarking.

The study observed that 0.616 represented the amount by which service delivery in the NPS in Mombasa County, Kenya, changes with a unit change in functional benchmarking and other variables at constant. The findings indicated that functional benchmarking positively and notably influences the service delivery in the NPS in Mombasa County, as demonstrated by t-value (t= 11.407, p < 0.05). As a result of benchmarking, the police officers at NPS have met the required UN ratio of police to civilians. NPS has successfully retained skilled personnel in the service, and benchmarking has resulted in the development of competent and implementable strategies.

The study observed that a 0.541 represented the amount by which service delivery in the NPS in Mombasa County, Kenya, changes with a unit change in internal benchmarking practice and other variables at constant. The study established that internal benchmarking practice had a positive and significant influence on the service delivery in the national police service in Mombasa County, Kenya, as indicated by t-value (t= 10.608, p < 0.05). Internal benchmarking has resulted in better service delivery, internal benchmarking has resulted in better knowledge management at NPS, and internal benchmarking has improved customer service at the NPS.

The study observed that 0.629 represented the amount by which service delivery in the NPS in Mombasa County, Kenya, changes when a unit change in external benchmarking practice keeps other variables constant. The study established that external benchmarking practice positively and significantly influences service delivery in the NPS in Mombasa County, Kenya, as demonstrated by t-value (t= 23.296, p < 0.05). The external benchmarking has led to the NPS taking a combative approach to emerging trends in crime commission. As a result of external benchmarking, the NPS's information systems have improved.

5.3. Conclusions

The research concluded that process benchmarking demonstrates how top-performing businesses carry out the particular process in question. Benchmarking data is gathered through site visits, interviews/ surveys, and research. Individuals get ideas and insights would not have gotten by observing how the rest do similar functional objectives or tasks. Such information validates and supports executive decision-making.

The study concluded that similar or identical practices within the same or similar functions outside the immediate sector are compared using functional benchmarking. This is often done to compare outcomes to a sector achieving high results in a specific area. When there is no data for direct benchmarking, functional benchmarking is common. Functional benchmarking provides information on industry trends, and comparisons can be made quantitatively.

The study concluded that internal benchmarking is extremely effective because it assists in ensuring that every department is as efficient, establishing consistency, and setting and meeting standards across the board. Internal benchmarking entails tracking workload, task completion, time spent on tasks, cost, revenue generated, etc. It assists in setting expectations for the organization's team and allows for the definition and optimization of workflows. Internal benchmarking is most relevant in large organizations with competing departments or departments that rely heavily on one another.

The study concluded that the reference point in external benchmarking is established outside of the business environment. In other words, the company compares its own data to that of best-in-class industry standards or competitors. External benchmarking is commonly used for competitive, strategic, and digital purposes. The only issue is that businesses do not make their internal data easily accessible.

5.4. Recommendations

The study recommended that the organization's performance must be consistently evaluated. Set their own standards and compare their processes and performance to those of recognized organizational leaders or best practices from other industries operating in a similar environment. Activities that require benchmarking should be identified by the corporate stakeholders.

The study recommended that the organization should validate and prioritize its strategies to address any gaps between its current and future performance. The organization should focus its efforts on closing performance gaps in the section impacting the performance of the business most. Optimize costs in aligning the allocation of resources to strategic priorities.

The study recommended that a company should implement a process encouraging sharing of ideas to be effective at internal benchmarking. Determine which processes should be benchmarked. Receiving, picking, and order management are a few examples. Set up the benchmarking effort. Prioritize the ideas discovered by the team and turn them into projects with timelines for implementing the best practices discovered and beginning to reap the benefits.

The study recommended that the organization should collect benchmarking data from other companies through the creation of informal with other organizations in gathering data and comparing operational best practices, examining public monetary filing or purchasing industry reports. The organization's goal should be to assist in operations and create customized reports depending on the needs and the quickness of developing the reports.

5.5. Suggestions for Future Studies

The current study sought to examine how benchmarking practices influence service delivery in the NPS in Mombasa County, Kenya. Benchmarking practices were measured in terms of external, internal, functional, and process benchmarking. Hence, the study suggests that more research focusing on other practices in benchmarking should be done. Additionally, the study focused on the national police service. Therefore, further studies focusing on another context are to be undertaken.

6. References

i. Abazeed, R. (2017). Functional Benchmarking and its impact on operational performance: A field study on industrial companies in Jordan. *International Journal of Academic Research in Economics and Management Sciences,* 6(1), 162-177.

ii. Adewunmi, Y. A., Omirin, M., & Koleoso, H. (2015). Benchmarking challenges in facilities management in Nigeria. *Journal of Facilities Management,* 13(2), 156 – 184.

iii. Agbo, M. U. (2020). Effects of Benchmarking on Performance of Manufacturing Firms: A Study of Nigerian Breweries Plc. Enugu, Enugu State, Nigeria. *International Journal of Business & Law Research,* 8(2), 13 –20.

iv. Amaral, P., & Sousa, R. (2019). Barriers to internal benchmarking initiatives: an empirical investigation. *Benchmarking: An International Journal,* 6(1), 7 – 14.

v. Amaral, P., & Sousa, R. (2019). Barriers to internal benchmarking initiatives: an empirical investigation. *Benchmarking: An International Journal,* 5(2), 78 – 86.

vi. Auluck, R. (2012). Benchmarking: A tool for facilitating organizational learning. *Public Administration and Development,* 22(2), 109-2012.

vii. Auluck, R. (2016). Benchmarking: a tool for facilitating organizational learning? *Public Administration and Development: The International Journal of Management Research and Practice*, *22*(2), 109-122.

viii. Brown, K. & Coulter, P. B. (1983). Subjective and Objective Measures of Police Service Delivery. *Public Administration Review* 43(1): 50-58.

ix. Burns, N. & Grove, S.K. (2013). *Understanding nursing research.* 3rd ed. Philadelphia: Saunders Company.

x. Catherine, B. O. (2017). *Assessing the role of benchmarking process on the performance of supermarkets: A Case of Supermarkets in Kisii County* (Master's, Kisii University).

xi. Cooper, D. R., & Schindler, P. S. (2011). Qualitative research. *Business research methods*, *4*(1), 160-182.

xii. Czamara, A. (2017). Functional benchmarking of rehabilitation outcomes following anterior cruciate ligament reconstruction. *Ortopedia, traumatologia, rehabilitacja,* 12(6), 519-533.

xiii. Dattakumar, R. & Jagadeesh, R. (2013). A review of literature on benchmarking: *An International Journal*, 10 (3), 176 – 209.

xiv. Erdil, A., & Erbıyık, H. (2019). The importance of benchmarking for the management of the firm: Evaluating the relation between total quality management and benchmarking. *Procedia Computer Science,* 158, 705-714.

xv. Folz, David H. (2004). *Service Quality and Benchmarking the Performance of Municipal Services.*

xvi. Francis, G., & Holloway, J. (2017). What have we learned? Themes from the literature on best-practice benchmarking. *International Journal of Management Reviews,* 9(3), 171–189.

xvii. Gall, M. D., Borg, W. R., & Gall, J. P. (2012). *Educational research: An introduction.* Longman Publishing.

xviii. Haas, B., Gomez, D., Xiong, W., Ahmed, N., & Nathens, A. B. (2019). External benchmarking of trauma center performance: have we forgotten our elders? *Annals of surgery*, *253*(1), 144-150.

xix.   Hashim, R., Yusoff, R. Z., & Che Mat, R. (2018). Benchmarking process and its relationship with organizational service delivery. *The Asian Journal of Technology Management,* 1(1), 24-35.

xx.   Henczel, S. (2015). Benchmarking--Measuring and Comparing for Continuous Improvement. *Information Outlook,* 6(7), 5 – 14.

xxi.   Holmes, E. J. & Goodman, D. (2010). African-American and White Perception of Police.

xxii.   Karimu, I., & Campus, E. (2017). *Benchmarking and Organizational Performance in the Nigerian Banking Industry* (Master's, University of Nigeria).

xxiii.   Kelly, Janet M., and Swindell, D. (2012). A Multiple-Indicator Approach to Municipal Service Evaluation: Correlating Performance Measurement and Citizen Satisfaction across Jurisdictions. *Public Administration Review* 62(5): 610-621.

xxiv.   Kothari, C. R. (2004). *Research methodology: Methods and techniques.* New Age International.

xxv.   Long, L. (2016). *Benchmarking management practices and manufacturing performance of manufacturing companies in Penang* (Master's, Malaysia University of Science).

xxvi.   Moore, M. H., & Braga, A. (2013). The 'bottom line' of policing: what citizens should value (and measure!) in police performance. Police Executive Research Forum. Retrieved from *http://www.policeforum.org*

xxvii.   Mugenda, O. M. and Mugenda, A. G. (2003). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: Acts Press.

xxviii.   Murerwa, B, M., & Kinyua, G. M. (2020). Analysis of the role of functional benchmarking on service delivery: The perspective of Multinational Pharmaceutical Companies in Nairobi City County, Kenya. *International Journal of Managerial Studies and Research (IJMSR)*, 9(6), 32 – 38.

xxix.   Murerwa, B, M., & Kinyua, G. M. (2020). Analysis of the Role of Generic Benchmarking on Service Delivery: The perspective of Multinational Pharmaceutical Companies in Nairobi City County, Kenya. *International Journal of Managerial Studies and Research (IJMSR),* 9(6), 32 – 38.

xxx.   Mwayayi, R. D. (2015). *Benchmarking strategy for service delivery enhancement at Kenya ports authority* (Doctoral dissertation, University of Nairobi).

xxxi.   Norman, G. (2017). *Production and Operations Management*, 7th Edition.

xxxii.   Northcott, D., & Llewellyn, S. (2015). Influence of external benchmarking in UK health: A gap between policy and practice? *Benchmarking: An International Journal,* 12(5), 419 – 435.

xxxiii.   Ochoka, W. S. (2016). *Effect of benchmarking on performance: evidence from freight forwarding firms in Kenya,* (Master's, University of Nairobi).

xxxiv.   Ogden, S.M. & Wilson, P. (2016). Bridging the quality gaps: Implementing benchmarking to deliver *Best Value*, 305, 2(4): 525-546.

xxxv.   Ogollah, V. (2016). Relationship between functional benchmarking and service delivery in Barclays bank of Kenya (Doctoral dissertation, University of Nairobi).

xxxvi.   Orodho, A. J. (2005). *Essentials of Educational and Social Sciences Research Method.* Nairobi Masola Publishers.

xxxvii.   Ranjit, K. (2015). *Research Methodology - A step-by-step guide for beginners* (2nd ed.) Singapore, Pearson Education.

xxxviii.   Rohlfer, S. (2017). Effects of external benchmarking concepts in the UK and Germany: A shared understanding among key players? *Benchmarking: An International Journal,* 11(5), 42 – 59.

xxxix.   Rolstadas, A. (2019). *Performance management: A business process benchmarking approach.* Springer Science & Business Media.

xl.   Soni, G., & Kodali, R. (2016). Internal benchmarking for assessment of supply chain performance. *Benchmarking: An International Journal,* 6(8), 45 – 59.

xli.   Spendolini, M. J. (2018). The benchmarking process. *Compensation & Benefits Review,* 24(5), 21-29.

xlii.   Ugochukwu, L. (2017). *Benchmarking as a Performance Management Strategy in the Manufacturing Industry (A case study of three manufacturing firms in Aba, Abia State)* (Doctoral dissertation).

xliii.   Wong, K. F., Song, D., Bruza, P., & Cheng, C. H. (2019). Application of aboutness to functional benchmarking in information retrieval. *ACM Transactions on Information Systems (TOIS),* 19(4), 337-370.