
**IMPLEMENTATION OF THE NATIONAL ETHICS AND ANTI-CORRUPTION POLICY (2018)
AND PUBLIC SERVICE DELIVERY IN THE KENYA REVENUE AUTHORITY, NAIROBI CITY
COUNTY, KENYA**

Maureen Adhiambo Anyumba¹ & Benjamin Kimolo²

^{1,2} Department of Public Policy & Administration, Kenyatta University, Kenya

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ABSTRACT

The study analyzes the implementation of the National Ethics and Anti-Corruption Policy (2018) and its effect on Public Service Delivery. The question underpinning the study was set to examine a significant portion of the implementation of the policy through the investigation of Public Participation, which was deemed to be important in the implementation process. In the research, two theories were targeted, which are Principal-Agency Theory and Institutional Theory. Both explanatory and descriptive research designs were adopted in the study. The research targeted 292 people who included Heads of Departments (Human Resource, Legal, Sales, Marketing, Finance, Operations and IT), Compliance Officers, Procurement Officers, Internal Audit Officers, Risk Officer, Operations Officer, HR officers, Administration Officer as well as Support staff working at the Kenya Revenue Authority Head office. A sample total of 169 respondents participated in the research. Stratified and purposive sampling methods were used in the research. The primary data collection instruments were comprised of interview guides and questionnaires. Compliance Officers, Procurement Officers, Internal Audit Officers, Risk Officers, Operations Officers, the Human Resource Officers, the Administration Officers and Support Staff completed the questionnaires. Particularly, Interview Schedule was administered to the Heads of Departments (Human Resource, Legal, Finance, Operations and IT). The investigation was undertaken within the acceptable ethical guidelines that are relevant to research. The pilot study was done in Kenya Revenue Authority Branch Offices in Kiambu County. The investigation utilized content validity to assess the validity of the research instruments. The test-retest method was adopted for determining the reliability of the research instruments with a coefficient Cronbach alpha of > 0.7. Both quantitative and qualitative data analysis have been applied in the analysis of the data in the research. Quantitative data were assessed using descriptive and inferential statistical techniques and presented using tables. Thematic analysis was undertaken for qualitative data analysis, which involved summarizing the data in verbatim excerpts, narrative discussions and thematic matrices. The findings of the study provide information about the implementation of the National Ethics and Anti-Corruption Policy (2018) and Public Service Delivery providing the overall picture of the increasing number of literature on ethics in the public sector. The results identified that a unit change in Public Participation resulted in a 0.197 increase in Public Service Delivery. The study also found that Public Participation was a significant predictor of Public Service Delivery.

Key Words: National Ethics and Anti-Corruption Policy (2018), Public Participation and Public Service Delivery

INTRODUCTION

Within the present setting, codes of conduct and ethics of professional behavior of officials have been embraced by government organizations and officials. This is not the entire European ethics policy, which is seen as an integrated system of technologies and actions to develop an ethical climate in authorities, businesses and civil society (Nisnevich & Rozic, 2014). In Russia, Aleynikov, Gasimagomedov and Strebkov (2018) studied ethics and found that corruption, being a '*profit-driven behavior*', is meant to earn profits at the expense of the legitimate interests of the government and society.

Research carried out in the United States (U.S) highlights stresses on explicit enforcement procedures and institutionalized ethics structures as key to increasing the levels of services provided to the population and upholding trust (Menzel, 2015). These in turn influences public servants' behaviour and thus the outcomes of service (Menzel, 2015). Moreover, the analysis of the related assessments and comparative international measurement tools and indices provided by organizations like Transparency International reveal that well-functions integrity systems comprising of regular auditing, explicit codes of conduct, conflict of interest regulations and transparent decision-making were linked with more trustworthy service provision and less risk of corruption (Transparency International, 2015).

Similar themes are espoused in Canada, in the form of an explicit Values and Ethics Code and research on rebuilding trust in the public administration system, which explicitly advocate for values codes, mandatory training and institutional changes to foster a "*trust ecosystem*" within the public administration system (Treasury Board of Canada Secretariat, 2025; Stedman, 2017). Ethical principles have also been proposed as foundations for the credibility and effectiveness of public institutions, as illustrated by the Nolan principles and a number of EU-wide audits in the UK and across the rest of Europe, with the more explicit principles of ministerial ethics recently being correlated with expectations of enhanced decision-making and trust in service institutions (Hoekstra & Kapteing, 2021).

Additional to the policy tools and the African studies is the recognition of the fact that the physical nature of ethics policies is not sufficient, because implementation, enforcement and capacity of the public-sector are what determine whether or not Ethics reforms can be put into place in better Public Service Delivery (M'Mugambi, 2025). In recent years, a number of countries in Africa have witnessed a large number of joint processes and calls from countries and donor community for greater ethics and less corruption in the service sector. Hoekstra and Kapteing (2021) and Huberts *et al.* (2014) highlight that these efforts have resulted to strengthening and restructuring of African country's legal and administrative infrastructure thus promoting accountability across public institutions. Despite being regarded as good in theory, these laws might not be effective enough in establishing ethical conduct in public administration. Public servants might be encouraged to follow the law but not always implement it practically to adapt to the changing situation (Perlman *et al.*, 2023). In this regard, various scholars recommended that the effectiveness of anti-corruption measures in Africa should be underpinned by a genuine attempt to identify and analyze the underlying causes of corruption in the region (Asencio, 2022).

The National Ethics and Anti-Corruption policy (NEACP) 2018 adopted in Kenya may be regarded as one of the ways of combating corruption and good ethical standards in the public institutions. In Kenya, despite such effort's, corruption continues to be a big problem. Organizational change, employee engagement and strategic leadership have been identified as important factors contributing to service ethics compliance by M'Mugambi (2025) in Kenya.

Nairobi City County

Nairobi City County is an important institution in Kenya on provision of public services since it constitutes a big economic and administrative hub. The county though has continued to face the issues of corruption and ethics that creates a challenge to effective governance as reported on Public Service Delivery (Kariuki, Sakwa & Wambua, 2025). Oketch (2024) highlights that to access public service in Nairobi City County, recent

reports indicate that residents pay the most on average bribe Ksh 11,611 per transaction. Not only do the practices hamper effective delivery of public service and development initiatives but undermine the trust of the people too. The high level of corruption in the area speaks of the necessity to strengthen ethical behavior and effective implementation of the policy. The research filled these gaps by assessing how the NEACP (2018) and Public Service Delivery were applied in this context.

Statement of the Problem

Notwithstanding the introduction of the NEACP (2018) that seeks to promote ethics and curbing corruption across government institutions in Kenya, barriers persist in operationalizing the policy into practice/ action. According to the National Ethics and Corruption Survey (2023), 60 percent of the people surveyed are not satisfied with accountability, transparency and integrity in Public Service Delivery, and 34.4 percent of those who tried to access services in the country were requested to pay a bribe. Kenya Revenue Authority (KRA) is among the top three government agencies widely seen as being susceptible to corruption, according to 8.2 percent of respondents, in the report.

This information highlights a key implementation issue. Although the policy explicitly mentions the principles of anti-corruption governance in the context of Public Participation, there is limited clarity around how far KRA has taken these principles to actual implementation and whether this has led to improved Public Service Delivery. The policy aims to enhance ethics and decrease corruption, and it is hoped that with the policy in place, Public Service Delivery will be strengthened. Based on this, Ethics and Anti-Corruption Commission (EACC) does not have evidence of institutional level compliance with the policies in the case of revenue institutions.

The frequent gap between the development and execution of policies raises the issues surrounding Public Participation. As a result, these gaps have been under-researched, in particular the effects of implementation challenges on frontline Public Service Delivery. If these obstacles are not overcome and understood properly, the attempts to build up the Public Service Delivery and combat corruption will be ineffective and uncoordinated. To address the above gaps, this research explored the implementation of NEACP (2018) in relation to Public Service Delivery. In doing this, it offered practical input to the feasible constraints to the effectiveness of the policies, which complemented Public Service Delivery and ethical administration across Kenya

Objectives of the Study

The objective of this study was to assess the effects of Public Participation on Public Service Delivery in Nairobi City County, Kenya.

Research Question

What is the effect of Public Participation on Public Service Delivery in Nairobi City County, Kenya?

LITERATURE REVIEW

This section discusses the theories used in the study, empirical literature and the conceptual framework.

Institutional Theory

Philip Selznick is the proponent behind Institutional Theory in the late 1950s. However, the theory was later popularized by DiMaggio and Powell in 1983. Notably, the theory explores how institutions conform and adapt to regulations, formal structures and norms to gain stability and legitimacy. The theory has three basic assumptions: first, organizations conform to external expectations (cultural, legal and social) to signal legitimacy. Second, implementation of formal policies (ethical frameworks, codes of conduct) may be symbolic unless supported by internal routines and norms. Third, gradually, such policies become embedded through isomorphic pressure i.e. mimetic (peer practices), coercive (legal) and normative (professional standards). The theory informed both the independent and dependent variables, assessed whether

implementation framework improved Public Service Delivery metrics, explaining why and how Public Participation mechanisms are adopted.

Principal-Agent Theory

Ross is the proponent behind the Principal-Agent Theory in 1973. The theory was later developed by Jensen and Meckling in 1976. It is also necessary to note that the theory examines the presence of deviation of agents (public employees) to the interests of principals (citizens) because of self-serving behavior and information asymmetry. This theory supports three fundamental assumptions: firstly, agents can engage in selfish interest without any sufficient incentives and control. Second, relationship discrepancies are caused by asymmetric information and non-homogeneous utility functions. Thirdly, accountability mechanisms such as sanctions, enforcement of ethic codes and training align agent behavior with public interest. The theory enlightened association among independent and dependent variables because it incorporated NEACP (2018) tools as systematic observational systems into the Principal-agent Framework. This provided an empirical test of whether the tools enhanced objective indicators of Public Service Delivery to demystify how Public Participation ensured that employee behavior is consistent with the objectives of the people.

Empirical Literature

Touchton, Wampler and Peixoto (2021) analyzed the impact of participatory budgeting on governance and tax revenues in Brazil and Latin America. This study took a comparative approach and used qualitative analysis of 253 municipalities that implemented participatory budgeting and control groups. The findings of the investigation showed on average that tax collection and reduced tax delinquency grew by 39 percent in municipalities with participatory budgeting. However, the study does not present any direct connections between the mechanisms of Public Participation and anti-corruption campaigns or moral results despite showing positive economic results. This current study addressed this gap by concentrating on the implementation of the NEACP (2018) and particularly evaluating the extent to which Public Participation both reduces corruption and increases Public Service Delivery.

Falisse and Ntakirutimana (2020) explored information and power within the health facility committees and performance in Burundi. The investigation used a field experiment and observation to assess health facilities performance in the presence of functioning community committees. The study findings revealed that while informing citizens is not enough to reduce corruption or improve facility productivity, it can actually have the opposite effect. The investigation, however, does not look at formal ethics policy structures in the Burundian context of health committees. The current study looked at this gap and focused on the NEACP (2018) and its effectiveness at varying levels of Public Participation in Kenya.

Orina and Were (2025) explored the impact of stakeholder's involvement on corruption within Kenya's public service. The research was conducted using a descriptive design and included 23 key informant interviews and questionnaires in 133 public service organizations. The evidence suggested that there was a strong inverse relationship between corruption and stakeholder participation ($r = -0.741$, 55% of variance explained). Yet, though the correlation was high, the study has more of a perceptual nature and failed to investigate policy implementation frameworks and casual mechanisms. This investigation addressed this research gap by examining the implementation of policy in the context of Public Participation feedback, awareness and community forums.

Nkirrimpa and Muna (2023) examined how the forums of Public Participation can affect Public Service Delivery in Narok County. The investigation adopted a descriptive research design that targeted participants who attended at least three County Public Participation forums. This made 84 respondents complete the questionnaires using Stratified Random Sampling. The study findings revealed that access to information, mobilization of resources and Public Participation significantly affect Public Service Delivery, with high explanatory power ($R^2 = 0.679$) and P-value of 0.003 as a result of the data analysis which established statistical significance. It was concluded that active Public Participation is a tool for accountability and

transparency in Narok County. The study did not, however, determine the dynamics of the Public Participation mechanisms and the formal ethics and anti-corruption policy implementation. This investigation addressed this gap by focusing on the casual relationship between the actual improvement and structured engagement and policy enforcement in both Public Service Delivery and corruption reduction in the KRA.

Conceptual Framework

Figure 1 illustrates the study conceptual framework that shows the hypothesized relationship between independent and dependent variables. Implementation of National Ethics and Anti-Corruption Policy (2018) formed part of the independent variable which includes Public Participation; while Public Service Delivery as dependent variable.

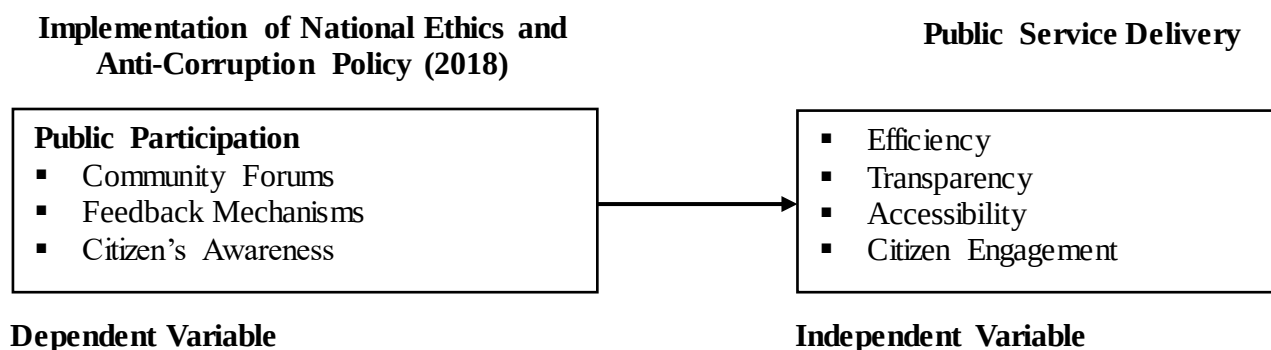


Figure 1: Conceptual Framework
Source: Research Study (2025)

METHODOLOGY

Research Design

This investigation utilized Explanatory and Descriptive Research Designs. The study framework represents the qualities of a group / individuals suitable for portraying an accurate picture of circumstances, people or events (Kothari 2004). In terms of this investigation, it was suitable for capturing the implementation of the NEACP (2018). It also explored the related outcomes related to Public Service Delivery. Descriptive research design served to objectively gather and analyze data to determine the status of implementation practices including Public Participation. This method was appropriate, as it offered an elaboration of how the NEACP (2018) was implemented as well as its extent and nature, while not affecting variables (Mugenda & Mugenda, 2003). With the goal of assessing the causal association among the variables, Explanatory Research Design was employed, as described by Blumberg, Cooper and Schindler (2014). This design facilitated the study's aim to provide factual and evidence-based insights onto how NEACP (2018) influenced Public Service Delivery.

Target Population

The study involved respondents selected from KRA head office in Nairobi City County. KRA was selected as it plays a pivotal role in service provision and was significantly affected by the NEACP (2018). Respondents' recruitment targeted people who were substantively employed by KRA for at least one year, thereby allowing them to have adequate knowledge of Public Service Delivery and institutional ethics processes. Such officers were to be directly engaged in any function relating to Public Service Delivery, anti-corruption and ethics compliance, and be station in Nairobi City County. The study, therefore, did not include staff currently on interdiction and those on active disciplinary proceedings, temporary/ casual/ probationary staff and those stationed outside Nairobi City County. A notable observation was that the target population consisted of Compliance Officers, Procurement Officers, Internal Audit Officers, Risk Officers, Operations Officers, Human Resource Officers, Administration Officers and Support Staff. The target population distribution was

292 as shown in Table 1 below. This population was suitable as it consisted of officers critical of Public Service Delivery.

Table 1: Target population

Institution	Officer Category	Target Population
KRA	Compliance Officers	28
	Procurement Officers	14
	Administration Officers	35
	HR Officers	16
	Internal Audit Officers	15
	Operations Officers	50
	Risk Officers	34
	Support Staff	100
Total		292

Source: Internal Staff Records – KRA (2025)

Sampling Method and Sampling Size

Sampling Method

The sampling method that was used in the investigation was Stratified as well as Purposive. For this, role affiliation Stratified Sampling was adopted to group the population into specific strata according to certain characteristics. On the other hand, using Purposive Sampling Technique, key informants within each stratum were purposively picked in line with their responsibilities, knowledge and roles on implementation of the NEACP (2018). This method ensured that all were included and that they had experience relevant to the work. In this study, this method was suitable, as it offered rich and context specific information from first-hand perspectives of those tasked with compliance with ethical standards, policy implementation and Public Service Delivery oversight (Creswell & Creswell, 2017).

Sample Size

Yamane (1967) formula was employed to establish the required sample size as presented below:

$$n = \frac{N}{1+N(e^2)}$$

Where:

n = Sample Size

N = Population Size (292)

e = Margin of Error (0.05)

$$n = \frac{292}{1+292 (0.05^2)}$$

$$n = 169$$

The Proportionate Stratified Sampling formula was applied to extract a study sample from the target population in each stratum (Cochran, 1977), as presented in table 2 below.

Table 1: Sample Size and Distribution

Institution	Officer Category	Target Population	Sample Size
KRA	Compliance Officers	28	16
	Procurement Officers	14	8
	Administration Officers	35	20
	HR Officers	16	9
	Internal Audit Officers	15	9
	Operations Officers	50	29
	Risk Officers	34	20
	Support Staff	100	58
Total		292	169

Source: Researcher (2025)

Research Instruments

The research tools used in this research were interview schedule and questionnaire. Semi Structured Questionnaires that included both open-ended and closed-ended questions were filled by the Compliance Officers, Procurement Officers, Internal Audit Officers, Risk Officers, Operations Officers, Human Resource Officers, Administration Officers and Support Staff. The questionnaire was systematically framed to align with the study's variable. Conversely, interview schedules served to obtain qualitative data from key informants who were one Head of Department each in the Human Resources, Legal, Finance, Operations and IT Departments making total of 4 key informants. The interviews resulted in a detailed picture of the NEACP's implementation practices and problems (2018).

Pilot Study

The instruments were initially tested and confirmed through a pilot study (trial) to ensure their relevance, reliability and clarity. Creswell and Creswell (2017) recommend that 10% of the sample size should be selected for the pilot study total, thus the research selected 17 officials of the KRA Kiambu County Branch. Feedback from the pilot study sought to adapt and frame the instruments further to improve appropriateness and accuracy.

Validity of the Research Instruments

To achieve the accuracy of the research instruments, content validity was embraced. This was done by engaging in the help and advice of professionals and supervisors from the university on the subject of public policy and ethics. The experts evaluated the interview guide and questionnaire to evaluate whether the items were appropriate and comprehensively covering all dimensions of the study. The results of pre-test were utilized to enhance research tools.

Reliability of the Research Instruments

Research tool's reliability during pilot study was done by test-retest criteria. This was done by giving questionnaires to sample respondents of KRA Kiambu County branch that possess similar characters to the targeted population in KRA Head Office in Nairobi City County. Internal consistency assessment was determined using Cronbach's alpha coefficient, where a reliability coefficient of 0.7 was considered ideal as indicated by Mugenda and Mugenda (2003). Questions that were scored low on reliability were revised to enhance consistency and clarity.

Data Collection Procedure

The collection of data was done through questionnaires and interview schedules. Before data collection exercise, approvals and licenses were sourced from Graduate School, National Commission for Science, Technology and Innovations (NACOSTI), Centre for Research Ethics and Safety, KRA and Nairobi City County. The researcher booked appointments with officers from KRA to obtain their consent. A written invitation clarifying the study's purpose was given to each participant. Respondents who agreed to take part in

the study signed the Informed Consent Form before undertaking data collection. Three research assistants were deployed to collect data from the respondents.

Data Analysis and Presentation

The analytical methods adopted in this investigation were quantitative and qualitative data. After collecting the data quantitatively, it was then entered into the Statistical Package for Social Sciences (SPSS) Version 25. Standard deviations, means, frequencies and percentages (Descriptive statistics) were applied to synthesize variables and responses related to the NEACP (2018) elements of Public Participation. To represent trends and relationships, quantitative data was summarized with the help of tables. Inferential statistics were adopted to determine the correlation between the implementation of the NEACP 2018 and Public Service Delivery, with the following formulas:

Multiple Linear Regression

The multiple linear regression was adopted under which NEACP component (Public Participation) predicted the outcomes of Public Service Delivery to outline the correlation between an independent and a dependent variable.

$$Y = \beta_0 + \beta_1 PP + \varepsilon \dots\dots\dots 1$$

Where:

Y = Dependent variable (Public Service Delivery-PSD)

β_0 to β_4 = Regression coefficients (slope)

PP = Public Participation

ε = error term.

Qualitative Data Analysis

Thematic assessment was used for qualitative data analysis. This was done through transcription, open coding, categorization into themes and NVivo software to help organize and identify patterns. The analyzed data was then summarized using verbatim excerpts, narrative discussion and thematic matrices.

RESULTS AND DISCUSSIONS

Response Rate

It was found that 158 questionnaires were filled and returned from 169 questionnaires distributed to the persons and 93.49% was the percentage of the questionnaires returned. On the other hand, 11 questionnaires were not returned, representing 6.51% due to unknown reasons. Hence, the response rate was 93.49% which meant that there was reliable data collected and the process and instrument of data collection were accurate.

Table 3: Response Rate

Classification	Frequency	Percentage (%)
Response	158	93.49
Non-response	11	6.51
Total	169	100

Source: Field Data (2026)

Descriptive Statistics on Public Participation

The ultimate purpose was to establish the role of Public Participation on the Public Service Delivery in KRA. From the analysis of this variable, Public Participation, four statements were used for the determination of its influence on Public Service Delivery. The first statement was if the public perceptions have an effect on service integrity decisions. The mean of 3.8038 of the respondents demonstrated moderate degree of

agreement with the sentiments, with some variations in the respondents' answers concerning the assertion as shown by the standard deviation of 0.99974.

Second statement is *“Citizens know the importance of their role in the reporting of unethical practice in improving Public Service Delivery.”* The item analysis results showed that there was an agreement with the item number 3.5633 which meant that the mean score of the statement was 3.5633. Conversely, the standard deviation of 0.99958 shows some divergence in the feedback. Notably, the third question was whether there were effective feedback processes for the public to voice concerns. The outcome of the results showed that a majority of respondents indicated moderate assertion with the narrations, which is illustrated by the average score of 3.8481. The standard deviation of 0.90418, however, showed that there was a variation in the respondents' opinion regarding the assertion that there are well-functioning feedback mechanisms for public complaints, meaning that each one has a different opinion on the statement.

The final one was if our organization regularly holds community forums on ethics. The result showed that most of the respondents agreed with the statement to a moderate extent. This was evidenced by the average score of 3.7532 whereas the standard deviation of 1.00753 indicates diverse feedback based on the assertion.

The whole mean value of 3.7421 demonstrated that most respondents moderately concurred with most of the sentiments on Public Participation which suggests that the variable had a positive influence on Public Service Delivery in KRA. Furthermore, the overall standard deviation of 0.977758 showed that differences existed across the feedback as some respondents were different opinions on the influence of Public Participation to Public Service Delivery.

Table 4: Descriptive Statistics on Public Participation

Descriptive Statistics			
	N	Mean	Std. Deviation
Public views influence decision-making on service integrity.	158	3.8038	.99974
Citizens understand their contribution in reporting unethical conduct.	158	3.5633	.99958
There are well-functioning feedback mechanisms for public complaints.	158	3.8481	.90418
Our organization regularly organizes community forums on ethics.	158	3.7532	1.00753
Overall mean	158	3.7421	0.977758
Valid N (listwise)	158		

Source: Field Data (2026)

These findings have been complemented by the qualitative findings that were obtained through the thematic analysis. The four key informants were heads of the human resource, operations, finance legal departments, one from each department. The key informants were asked to respond to the question below: *“Do you believe Public Participation is an effective way of enhancing Public Service Delivery in KRA”*:

The first question related to the systems in place to gather opinion from the public on ethics and integrity matters. The findings showed that public complaints and public participation mechanisms, were in place, and helped improve participation and hence improve Public Service Delivery. This was revealed by the following responses:

“The organization is able to have customer feedback points in place for the public to report any unethical behaviour, corruption or Public Service Delivery concerns.” KII 001

“We seek public opinion from the internet, social media and through a complaints management system to enable citizens to provide feedback.” KII 002

“Citizens are regularly consulted on ethical practices and areas that need improvement through “Regular Public Participation forums, and stakeholder meetings”.KII 003

“The organisation has a complaints and integrity office and feedback is received by means of walk in complaints.” KII 004.

Overall, the results of the key informant interview show that a link exists between Public Participation and Public Service Delivery, in general.

Correction Analysis

In this study correlation analysis of underlying variables was performed and correlation coefficient was obtained. A correlation assessment was performed to verify whether there was an association among the variables under investigation, either positive or negative, in the influence of the implementation of the NEACP (2018) on Public Service Delivery as depicted in Table 5 below

Table 5: Correction Analysis

		Correlations	
		Public Participation	Public Service Delivery
Public Participation	Pearson Correlation	1	.248**
	Sig. (2-tailed)		.002
	N	158	158
Public Service Delivery	Pearson Correlation	.248**	1
	Sig. (2-tailed)	.002	
	N	158	158

Source: Field data (2026)

The results indicate that between Public Participation and Public Service Delivery, there was a weak but positive correlation at 0.002 level of significance ($P = 0.248^{**}$). Hence, the variable was positively and significantly associated with the Public Service Delivery in the KRA.

Regression Analysis

The joint influence of the study constructs was determined by Multiple Linear Regression. The overall objective was to get clarity on the influence of the implementation of the NEACP (2018) on Public Service Delivery. This was done by analysing one hypothesis that no significant link was identified between the NEACP (2018) and Public Service Delivery. The analysis of the Multiple linear regression analysis is shown in Table 11. The regression analysis was carried out, and the study yielded three outputs; Model Summary, ANOVA Table and Regression Coefficient.

Model Summary

The results presented in Table 6 show percent change of the predicted variable for the predictor variable. The results obtained helped in exploring the relationship between the NEACP (2018) with Public Service Delivery. The regression analysis was applied to assess this relationship and produced three outputs i.e. model summary, ANOVA and the coefficient table.

As can be seen in table 6 on the analysis of the regression, the general model shows statistical significance with the p-value of 0.000. In table 11, the correlation value (R) of 0.832a also indicates a good and linear association between the study measures i.e. Public Participation on Public Service Delivery. The R-squared value was 0.692 (NEACP, 2018), meaning that 69.2% of change in the independent factor and 30% change can be explained by other factors. Therefore, the NEACP (2018) was found to be a significant predictor of the changes on Public Service Delivery. This result aligns with those by Gathumbi and Gatobu (2024), which showed that implementation of policies was significant in ensuring smooth running of the public sector entities.

Table 6: Model summary

Model Summary									
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	.832 ^a	.692	.684	.34682	.692	86.121	4	153	.000

a. Predictors: (Constant), Public Participation, Ethics Integrity Training, Institutional Coordination Mechanisms, Enforcement of Codes of Conduct

Source: Field data (2026)

ANOVA

ANOVA was calculated to gain an understanding of the overall significance of the regression model and its statistical significance. To assess if the overall model is significant, to test if the independent variables (Public Participation (PP) explained the significant variations in the dependent variable (Public Service Delivery), the ANOVA was used. Notably, the null hypothesis tested is all regression coefficients have zero value ($\beta_1 = 0$), and this hypothesis is tested using the ANOVA table. This implies that both of the independent factors do not affect the dependent factors when interacting with each other. Thus, if p-value < 0.05, then the null hypothesis is rejected respectively. The result showed that the regression model was found to be statistically significant as the p-value was below 0.001, while the F -value was 86.121. This finding showed that the predictor variables (Public Participation - PP) affect the predicted variable (Public Service Delivery - PSD). Since the computed F-statistic of 86.121 exceeds the total sum of squares of 59.839 at a significant, the p-value (0.001) falls below the 0.05 significance level, the null hypothesis asserting that there was no statistically significant influence of implementation of the NEACP (2018) on Public Service Delivery was rejected, thus the predictor variable jointly influenced the predicted variable. Hence, the regression model explained variations in the predicted variable, the model was found to be statistically significant.

Table 7: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.435	4	10.359	86.121	.000 ^b
	Residual	18.403	153	.120		
	Total	59.839	157			

a. Dependent Variable: Public Service Delivery (PSD)

b. Predictor: (Constant), Public Participation

Source: Field data (2026)

Regression Coefficients

The obtained p-values of the constant (intercept) was 0.002 which was less than 0.005, it was thus statistically significant as demonstrated in table 8. Based on everything else being equal, Public Service Delivery will increase by 0.380. Furthermore, if the other factors remain unchanged, one unit increase in Public Participation resulted in a change of 0.197 in Public Service Delivery.

Public Participation is positive (B=0.197, p-value=0.001<0.05). This meant that Public Service Delivery would increase by 0.197 Units for every one-unit increase in Public Participation ceteris paribus. The findings support the findings of Nkirrimpa and Muna (2023) which was an analysis of the influence of Public Participation forums on Public Service Delivery in Narok County, Kenya. The outcomes of the present study suggest that Public Participation is an integral factor that influences Public Service Delivery, as is resource mobilization and stakeholder engagement.

Table 8: Regression Coefficients

		Coefficients ^a			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.380	.281		1.352	.002
	Public Participation	.197	.065	.076	1.506	.001

a. Dependent Variable: Public Service Delivery (PSD)

Source: Field data (2026)

Discussions

The variable aimed to establish the effect of Public Participation on Public Service Delivery. The indicators that were identified as being indicative of Public Participation were Community Forums, Feedback Mechanisms and Awareness amongst Citizens and they had a significant positive effect. Thus, Public Participation was significantly and positively related to Public Service Delivery. The average obtained from the descriptive statistics was 3.7421 which indicated that most participants moderately agreed with most of the items regarding Public Participation. Hence, the difference in the opinions regarding Public Participation had minimal differences as reflected by standard deviation of 0.977758. Thus, the results indicate the presence of positive association between Public Participation and Public Service Delivery in the KRA. The regression model results revealed that an additional unit of Public Participation will increase the value of Public Service Delivery with a constant of 0.197 when other factors are kept constant. This research has shown that Public Participation had a favourable influence on Public Service Delivery.

CONCLUSIONS AND RECOMMENDATIONS

The results of the Public Participation on Public Service Delivery revealed the existence of a significant positive influence on Public Service Delivery. The investigation resulted that in any shape of services needed in an organizational environment, Public Participation may help the competencies, skills and knowledge of the employees, training and development. A critical part of public entities is Public Participation that predicts the services outcomes. In this regard, Public Participation must be considered a priority to improve the community forums, feedback mechanisms and citizens' awareness, so that they can surpass the required quality of services offered in the sector. Hence proper implementation of the NEACP (2018) in which includes Public Participation are important things which can be implemented by KRA to ensure better Public Service Delivery at the KRA.

Public Participation shows a significant positive relationship with Public Service Delivery and therefore, government and leadership of KRA should leverage on community forums, feedback mechanism and citizens' awareness of how it will create trust among citizens and government within KRA. The sector should raise the Public's Participation and carry out the periodic public evaluation to determine the emerging issues.

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