EFFECT OF IMPLEMENTATION OF STRATEGIC REFORMS ON NATIONAL POLICE SERVICE PERFORMANCE IN UASIN GISHU COUNTY, KENYA

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DECLARATION

Declaration by the Candidate

This thesis is my original work and has not been submitted for any academic award in any institution and shall not be reproduced in part or full, or in any format without prior written permission from the author and/or University of Eldoret.

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This thesis has been submitted with our approval as university supervisors.

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DEDICATION

I dedicate this research thesis to my dear wife, my children, my beloved family members and my dear friends for their love, support and encouragement.

ABSTRACT

The police reforms initiative has been practiced in many parts of the world. All the people of the country have a security role to play in the national police services. The government and citizens have expectation on national police service personnel to have high level of performance. Performance National Police Service has continued to deteriorate with criminal activities increasing day by day despite the government reform effort. The aim of police reforms is to change the police organization to enhance security. The purpose of this study therefore was to establish effects of implementation of strategic reforms on National Police Service performance in Uasin Gishu County. The objectives of this thesis include the effect of capacity building, public relation, oversight mechanism and police restructure on National Police Service performance. The study adopted Institutional and resource-based view theories. Descriptive survey research design was used. The target population was 475 and sample size of 259 used. Stratified, purposive and simple random sampling techniques were used in identifying respondents. Questionnaire was used to collect data. Reliability established using Cronbach's alpha coefficient. Validity tested through expert judgement. Data collected was analyzed by descriptive statistics and inferential statistics techniques. The regression model had R squared of 0.707, showing that 70.7% of the variation in police performance can be explained by implementation of police reforms. The police relationship with the public (β_1= 0.787) and oversight mechanisms (β_2= 0.411) had a positive significant ($p<.05$) influence on police performance. The capacity building (β_3= 0.040) and police restructuring (β_4= -0.004) had no significant influence ($p>0.05$) on police performance. The national police service should conduct more capacity building among its discipline forces on the importance of public relationships with the public on their current mandate of partnership with the public as well as on the reform agenda. The Police Training Colleges should build the capacity of the officers on new legislations, human rights, new technologies and public relations. Members of the public should be further sensitized on the role of the police service and community policing to promote effective collaboration between them.

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LIST OF ABBREVIATIONS, ACRONYMS AND SYMBOLS

AP: Administrative Police

CC: County Commissioner

CID: Criminal Investigation Department

CoK: Constitution of Kenya

CP: Commissioner of Police

CPA: County Policing Authorities

GSU: General Service Unit

IPOA: The Independent Policing Oversight Authority

KMO: Kaiser-Mayor-Oklin

KPS: Kenya Police Service

NPC: National Police Commission

NPS: National Police Service

PC: Police Constable

SPSS: Statistical Package for Social Science

VIF: Variance Inflation Factor

OPERATIONAL DEFINITION OF TERMS

Capacity building: is the process by which national police service can obtain, improve, and retain the skills, knowledge, tools, equipment, and other resources needed to implement strategic reforms competently (Shams, 2016).

Implementation of Reforms: is process that turns the formulated strategy into a series of actions and then results to ensure that the vision, mission, strategy and strategic objectives of the national police service are successfully achieved as planned (Padurariu, 2014).

Oversight mechanism: is the process used to maintain a watchful eye involving taking responsibility for implementation of strategic reforms (Van der Wilt, 2020).

Performance: is an ongoing process of communication between a employees of police services that occurs throughout the year, in support of accomplishing the strategic reforms of the police service (Sorooshian, Norzima, Yusuf, & Rosnah, 2010).

Performance: is completion of task with application of knowledge, skill and abilities. In work place, performance or job performance means good ranking with the hypothesized conception of requirement of a task role. It is how well an employee is doing in an effort to help achieve the organization's vision, mission and goals.

Police performance: How police accomplish core functions of addressing crime, community engagement, satisfaction of human rights standards, inspiring public confidence and being accountable in the course of service provision (Renden, Savelsbergh & Oudejans, 2017).

Police reforms projects: These are temporary undertakings geared towards transformation in policing and they are based on these pillars; Training Reforms, accountability Reforms, professionalism reforms, legislative policy and institutional reforms, logistical reforms (tooling and Kitting, enhancing capacity), community Policing (Light, 2014).

Relationships with public: is the mutual trust between police agencies and the communities they serve are critical to maintaining public safety and effective policing (Burke & Demirag, 2017).

Restructuring: is the corporate management term for the act of reorganizing the legal, ownership, operational, or other structures of a company for the purpose of making it more profitable, or better organized for its present needs (Dhingra & Aggarwal, 2014).

Strategy implementation: This is a method that translates policies and plans into actions to meet strategic objectives/goals (Sage, 2015). It reflects on the mechanisms by which goals are accomplished. The questions answered are who, where, why and how the corporate goals have been accomplished (Barnat, 2012).

The National Police Service: The National Police Service is a national body in charge of law enforcement in Kenya. NPS consist of Kenya Police Service, Administration police Service and Directorate of Criminal investigation (DCI). The Kenya police Service consist of regular police and Kenya Police Reservist (KPR).

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

The chapter presents the contextual understanding of the concept of the effects of implementation of strategic reforms on performance of police service and the interrelationship between two variables. Subsections discussed in this chapter includes the background of the study, problem statement, purpose of the study, objectives of the study, research questions and significance of the study, scope of the study, delimitations of the study, limitations and assumptions.

1.2 Background of the Study

Performance refers to how well an employee is doing in an effort to help achieve the organization's vision, mission and goals. It helps to answer the question as to whether a person executes his job, duties and responsibilities in the right manner and it is a critical factor in the success of the organization (Mathis & Jackson, 2008). Police performance can be said to be the procedure adopted by police in the public space which promote direct or indirect contact with non-police.

Administrators or police administrators ought to know how to assess the police in order to determine the activities of such internal regulations (Dadds & Scheide, 2012). The use of crime statistics as a success metric needs evidence of the relationship between a decline in crime and an improvement in the efficiency of the police service. Other metrics, such as reducing police reports and the enforcement of the developed guidelines, are used in addition to reducing the rate of crime. Worldwide, police changes were seen as a constant aspect of new police programs (Savage, 2007).

The police are the most recognizable demonstration of the public safety authority in any region. Police history has repeatedly demonstrated that the police have relied on the use of excessive brutality and torture against their own clients, which they are expected to protect, on several occasions, on a sustained and exclusive basis. The desire for a friendly, qualified service capable of defending citizens and property from aggressors without compromising their basic human rights has also driven police transformation and reforms around the world (Lundman, 2008).

Strategy implementation is placing without hesitation the strategies planned so the exhibition can be moved from the current situation to a future desired position (Radomska, 2014). Strategy implementation implies placing the consequences of arranging into a genuine action which includes operationalization of the everyday exercises with the goal that an organization can accomplish its intensity (Akpan & Waribugo, 2016). Through key administration, associations can adjust their tasks to push its opposition over the business peers. Implementation of strategy is concerned about the plan and the board of framework to accomplish the best coordination of individuals, structure, procedures and assets (Palladan, Abdulkadir & Chong, 2016).

Most companies work in an unparalleled world with a variety of dynamics, such as sophisticated technologies. According to Sriwan (2014), the success of a company should be measured by contrasting the firm's performance standards with the basic goal to decide if the objective has been accomplished. By investing the least amount of resources to maximize production, the organization is able to attain its target in terms of productivity. Organizational performance is calculated by the strength of the company to meet its goals

quickly and effectively, considering the limits imposed by the resources available (Lebans & Euske, 2012).

For choosing between alternate investment plans and non-target projects, the Organization has no requirements. Multiple strategies have been placed in motion to improve their success and guarantee that they exceed their market leader by being the most influential and efficient in order to achieve effective organizational productivity. The businesses used the restructuring method to fulfill their aim in order to cope with the developing environment and improve their results (Anderson, 2010). A variety of factors, including institutional assessments, socioeconomic change, policy and foreign involvement, create the need for structural change (Pilant 2013). In order to ensure that the police are representative and that the principles adhere to those shared by the general population, steps to increase public interest need to be created. This is achieved by ensuring that police policies, methodologies and operations are publicly transparent, and that a consistent internal investigation and an appointed supervisory authority are created (Bayley 2015).

According to Bepity (2011), the introduction of police legislation includes reorganizing the force, purchasing modern facilities and new technologies, institutional rearrangements within the policing department, transitioning authority within the organization, and decentralizing decision-making. It also includes the study of curricula to attain standard standards of teaching, such as civil rights and the police of the society. Legislation to set up a police force and to address the demands of people and organisations (Walker 2010). The ideals of openness, integrity, respect for human rights

are guided by them, non-discrimination, impartiality, justice and professionalism (Bayley, 2016).

Globally, despite some promising initiatives, examples of sustainable, meaningful, and regular police reform are few. Most people in the world are still under investigation. In Georgia, the 2003 revolution implemented a major police reform program, including the dismissal of a number of corrupt officers, the rebuilding of police agencies, and significant changes in recruitment, training, and reimbursement (Light, 2014). Reforms have cleared up many forms of corruption and transformed a former criminal and unemployed police officer into a militant and radical movement in the post-Soviet region (Light, 2014).

In stable countries such as the U.S.A., the introduction of strategic policing reforms began after a brutal time marked by political repression of the police. There was no routine or law at work by the U.S. police officers; (Walker 2010). Police violence, in addition to corruption, has therefore become an entrenched epidemic. Police are not respected by residents (Alpert 2014). According to Alpert, America's reforms involved a more unified police organization, which had minimal use of force and created an organizational management structure. This has contributed to the enhancement of facilities (Carey, 2012).

Though police reforms in UK have been successful, there has always been need to continue reforming the police since the human society is dynamic and new crime techniques are being invented. Blair (2012) argues that the greatest threat to police reforms was privatization of the police services. This privatization entailed delegating

some of the police roles to private institutions such as security firms. According to Blair (2012), this was a loophole in which criminals could take advantage of. Green (2013) highlights the successes that the police have achieved but notes that despite these successes there was need for further police reforms. Green (2013) argues that structural change, collaboration, college of policing, partnership working, and partnership with justice system, digital tools and changing attitudes as the key factors to successful future policing.

The reforms of Latin American police led to greater capacity to end the cross-border crime (Ungar 2012) if a period of five years. Monitor systems have been strengthened to include stronger supervision of policing operations, including the general ombudsman to the internal investigations departments. In order to streamline militarized hierarchies, institutional reorganization was carried out, and long-term central departments were separated into regions in addition to their position as preventive investigating units (Ungar 2012). The police reform in Asia meant switching from colonial police to a more egalitarian structure, in which the police operated for the people, not the ruling class or a powerful social community (Shahjahan, 2014). In order to strengthen police performance, the attempts made included reorganization of the police force, review of laws and legislation, and restructuring of the police community. Shajahan (2014) acknowledged that efforts have increased the provision of police services.

Changes in the security sector in Afghanistan will have an effect on state building. It is claimed that a complicated democratic mechanism that seeks to construct a political reality rather than a particular model of Western state is needed to establish a stable state. This calls for the welfare of people in an environment created by violence where they feel

protected and comfortable, encouraging them to openly share their viewpoints and engage in the state-building process. The example of the restructuring of the Afghan police indicates that the SSR is in danger of shifting and exercising state authority. In comparison, the mechanism used to create legitimate organizations is likely to favor a customer-centered security strategy (Weigand, 2013).

In Slovenia, the police work reforms are characterized with the aim of bringing the police closer to democratic policing style since 1991. The first changes were symbolic, but they were significant: they included the renaming of the former milica (police) policija and the change of insignias. With the introduction of the current Police legislation in 1988, which dramatically modified police forces and implemented police rule, the reform of the organisation reached a turning point. In the Department of the Interior the General Police Directorate becomes an autonomous entity. A revised police legislation aimed at decentralizing the relationship between policing and municipal councils, with focus on local policing, problem-solving and information (Nalla, Modic & Meško, 2014) was introduced in 2013.

The Indian police force has been largely the same for the last 200 years in terms of its operational values and tradition. The police force of India is untrained, unprofessional, brutal, and generally exists under modern police standards, Shinar (2009) states. Shinar (2009) adds that, despite an agreement among NGOs, media, human-rights organisations and the people in India on the need to change, there have been various efforts to reform the police. Every substantive change is hindered by the system of state authority and the tradition that is a legacy of colonial times. India police service is trained, recruited and managed by the central government. The role of the police service is to deploy the senior

officers to the states. The central government also maintains a coordinating role, whereas the states governments are in charge of supervising the police force.

Shinar (2009) states that the police in India do not prosecute the wrongdoing and corruption of their officers, but rather the misconduct of other government officials. The new Indian amendments have not been planned in compliance with the Indian Constitution to safeguard human rights and basic freedoms. This is because changes are carried out by either police forces or members of the Home Office who have already been convicted of abuses of human rights. In the light of various studies, the police brutality and their overall frustration with the professionalism of the police is detailed. However, no single chief minister replied and very few meaningful steps were taken to improve the situation.

In India, repeated attempts of police reforms were continuously frustrated by the authorities lack of sense of urgency (UNODC, 2012). The Supreme Court in 2006 ordered the executive to implement reforms which included a directive to form a police complaints Authority. The Authorities has been faced by challenges such as lack of funding, lack of public awareness and lack of independence hence there is still concern over the high number of police abuses and human rights violations (Common Wealth Human Rights Initiative (CHRI), 2011).

Ngunyi (2014) argues that in Africa, there are signs that show that governments which are less responsive to the needs of its citizens are deemed to fail. The recent revolutions in the Arab states of Tunisia, Egypt, Libya and Syria named "Arab Spring" are a proof of failures by states to address the needs of the population. The era when governments used

the military and police to silence dissident voices are long gone and governments should prioritize the need to satisfy the basic human needs of its citizens. In Nigeria, Corrupt acts in the police force are not necessarily one thing, rather they constitute a set of constructive and developmental elements, analyzed within the political, economic, social and cultural contexts. These elements are deeply organized and worsened by the methods and techniques used by the police to commit corruption. However, despite this situation, academic texts about this phenomenon in Nigeria remain limited; therefore, policy recommendations to meet it are not enough (Oluwaniyi, 2011).

In Ghana, both consecutive incidents of fraud and satisfaction with reform means a test of police trust, procedural justice and efficiency, but what happens to you by corrupt police does not do that (Tankebe, 2010). Amnesty International (2013) describes political use of torture as still common in Uganda and believes that police use excessive force as a routine operational method aimed at collecting evidence. In the previous electioneering period, the opposition figures including Kizza Besigye were captured on cameras being mistreated by the Uganda's police officers. In Uganda, during the passage of the bills of removing presidential age limit, the security forces in Uganda used excessive force to suppress freedom of speech and assembly which resulted into unlawful killings and torture by security forces (Human Rights Report, 2017).

Growing access to police services in areas historically discriminated against under the apartheid system was a crucial feature of police reform in South Africa following the emergence of the apartheid regime in 2009. (Bruce, 2003). A national police force was created in South Africa out of 11 apartheid police forces, giving priority to the integration and command structures (Janine, 2002). Primary reforms included addressing diversity of

the police force in terms of the inclusion of both men and women of particular demographic groups.

The implementation of a modern system of workplace relations, the enhancement of transparency and the supervision of police actions, including provision for legislative oversight, and the establishment of a civilian supervisory body, the Autonomous Complains Directorate, were also implemented. The management strategy of the South African police department has been the implementation of group hostilities against policemen, community police gatherings and the introduction of community law enforcement. Changing police symbols such as rankings, badges, bills and color of the police vehicle, in communities with historical discrimination (Bruce & Neild, 2005). Implementation of an updated selection process, review of the essential skills curriculum, training program.

In 1994, there was a strong political will and general consensus to improve democratic and accountable policing in South Africa after the entrance of the democratic government which marked the end of the apartheid system (UNODC, 2012). This led to the establishment of three external accountability structures; the secretariat for safety and security, the independent complaints Directorate (ICD) and the inspectorate. Despite all this, over the years, South Africa has been faced with massive increase in (violent) crime lading the police to adopt tougher measures with less accountability (African Policing Civilian Oversight Forum (APCOF), 2010). These challenges led to a shift in the policing paradigm again towards a focus on tough policing but with professional and responsible police (UNODC, 2012) thus the enactment of The Independent Police Investigations Directorate Act, 2012.

Ndungu (2011) argues that the transition of the Kenyan police force into Police Service is an important part of change, and is intended to turn decades of politics into a culture that is more open, sensitive and constructive and marked by impunity, secrecy and violence. Ndungu notes that the Police Code of Ethics should be revised to change the general police activity to end years of dishonest conduct in order to help these efforts. She also claims that over a period of three years the amendments cost more than 80 billion shillings. The major areas are new equipment and vehicles, upgrade of contact infrastructure and skills training, power generation by adequate remuneration and housing, renovation of police stations. Public policy strategies adopted nearly 10 years ago to improve municipal police services have been somewhat successful, but are projected to become more beneficial after the changes have been developed.

Consequently, over the years before and after independence, the Kenyan police have been the primary violators of human rights instead of protectors of human rights. Waller (2010) maintains that Kenya has been an authoritarian, reckless and often violent police force since its establishment at the start of the 19th century is continuously evolving. In the post-election unrest of 2007/2008. The Waki (2008), among other vices and omissions, had much of the fatalities associated with inappropriate use of police power. There was therefore welcome approval of a new constitution in 2010 for the introduction of deep systemic reforms within many institutions in Kenya as a catalyst and stimulus (SRIC, 2012; Njuguna et al, 2013).

The police force in Kenya has risen substantially in recent years. The expansion was ongoing in the General Government Unit, the Department of Criminal Investigation, the judiciary and other service divisions specialized. There is also a mobilization section for

the administration police; they also protect government buildings and border patrols. Like every other agency, the protection arena and other police departments have been reformed for consolidation purposes. The constitution's promulgation in 2010 has led to some policing changes (Constitution of Kenya, 2010).

In 2009, the State established the National Task Force on Police Reform to initiate police reform. The meetings that were held led to more than 200 approvals and plans to restructure the police force in order to create independent agencies responsible for decision making. The state issued a 3-year police reform initiative in 2011 to turn the police into a trustworthy and efficient enforcement force in Kenya. The enactment of the constitution of 2010, as regards police command and work, has seen substantial changes. The bill was then introduced to support the Constitution. The bill was then adopted. The state has begun to invest a great deal on defense by hiring more officials and equipping police to improve their public welfare, in order to overhaul the security system. Despite the reform process, the policemen have still been in short supply of the quality policing facilities the Kenyans require.

In 2017, there were 77,992 violations, compared to 76,986 recorded in 2016 according to the NPS violence survey (2017). The number of cases then increased by 3% in all. An upturn in reported cases has shown increased propensity to loot 12% of the event, stock breakout (11%), individual crimes (1%), theft (8%) of the workers, economic crimes (5%), vehicle robbery (4%), policing offenses(5%), murder (1%) and robbery (1%), and (1 per cent). However, there is a decrease in the group of offences that have been classified as violations against morals (12 per cent), dangerous drug abuse (10 per cent), other violent offenses (4 per cent), traffic offenses (50 per cent) and misconduct in 18 per

cent of cases. The reason can be due to the election cycle in 2017. The changes were carried out as a result of their incompetence in post-election unrest in 2007 and 2008.

Police policies have influenced each police authority's operational structure (Frevel, 2009). The existing problems must be considered in creating an operational strategy for the police department and the goals to achieve a legislative system (Dawnes, 2004). This sum up the decentralization of decision-making at the lowest institutional level possible, the depoliticization of service operations, a clear organizational structure which maximizes resources and promotes coordination of operations. Structural decision making re-define the role of the police, definitions, incentives and mechanisms to facilitate reforms and management/leadership processes such that discretionary decision-making can be encouraged and broadly extended to restorative challenges (Bazemore and Curt Griffiths, 2003).

In Kenya the enforcement of the new Act has proved to be an obstacle, and the inability of the administration and the police to obey the new orders has brought improvement and impact on the right and efficient police service of different institutions into growth. Since legislation only suits the needs of those responsible and the regulatory guidance is often bizarre, the institutions and authorities have enough flexibility for reflection, minimizing the possible effect of the move (Osse, 2016).

Police have been accused of atrocities, use of excessive force, cruelty, incompetence, corruption and human rights violations and need to reform these practices which started in 2003 (Muthondeki, Matanga & Okoth, 2017). In 2009, the national police reform group recommended changes to focus on accountability, accountability, administrative

policy and law. These changes, according to a police reform report (2010) were aimed at strengthening the effectiveness, readiness and organizational capacity of Kenya.

Over the years, Kenyan forces have grown to include the Department of Criminal Investigations, the General Investigations, the General Police and other specialized agencies, and the police in charge has a new deployment, security of the building government and border security. The Kenya Constitution (2010) and the National Police Services Act (2011), which specifies the duties, the organisation and the supervision of police officers under the leadership of the Inspector General and his two deputies, provide for the National Police Service. Successful implementation of police reform depends on the commitment and motivation of each officer.

Security-related problems faced by police officers created questions over whether they were ready to reform or viewed reform as an unnecessary intrusion with their job. Similarly, Kenyans have continued to face a range of security issues outside the reach of police officers. Crimes have risen, street disorder has renewed, and public confidence in the police has collapsed (Hahn, 2003, Njuguna et al., 2013). Kenya Police have been the most convicted in Kenya in the World Bank Survey (2011). In 2011, the number of complaints grew from 45% to 60%. (International Bank, 2011). In fact, the provision of bribery indices by the public was not adequately represented, effectively tackling safety issues, such as crime, organized crime gangs and minimizing abuse.

The Kenya Police Force has undergone several reforms about pay, equal training, better performance metrics and so on (Ransley, 2009). In addition, public confidence on Kenya's police has eroded due to excessive use of force, abuse of due process and

malignant corruption. Therefore, this study looked on the effects of implementation of strategic reforms on National Police Service performance in Uasin Gishu County, Kenya.

1.3 Statement of the Problem

All the people of the country have a security role to play in the national police services. The government and citizens have expectation on national police service personnel to have high level of performance and competence. Performance National Police Service has continued to deteriorate with criminal activities increasing day by day despite the government reform effort. There is increase in robberies, trafficking of lethal drugs, offences against morality and offences against persons. In 2018 police received an increase of 1,448 crime cases, marking a 7% rise from the 19,815 incidents reported to the police in 2017 (Karani, 2019).

In spite of the much-touted police transformational programme, security related challenges are still being experienced in the country. Crime rate being one of the key indicators of police performance has been on the increase over the last five years (National Police Service Strategic Plan, 2013/14-2017/18). In the year 2016, crime rose by 6% (National Police Service Annual crime report, 2016). Public safety, another key indicator of police performance remains a big challenge.

The 2013/14 -2017/18 NPS strategic plan indicates that the most serious National Security threats are terrorism and other forms of organized crime. Surveys like the one conducted by Transparency International in 2016, indicate that the public is still not happy with how their security issues are handled by the police. Public confidence level in the police is also low as revealed by the same survey. Further, the police face a myriad of

challenges in the execution of their duties many of which were meant to be addressed by the comprehensive transformational programme

Security is critical for progress which can only be realized in a secure and stable environment. To achieve the above, the Government committed itself in supporting the changes needed for the Police department to be transformed into a modern organization which is professional, well-resourced and well trained to address 21st century policing challenges (National Police Service Strategic Plan, 2013/14-2017/18). However, despite the commitment by the government to undertake these reforms, questions abound as to whether the changes are being felt with security-related challenges still being experienced in the country (Amnesty International, 2013).

Previous studies on police performance gave their main focus to strategic change management and organizational performance. Degnegaard (2010) studied strategic change management challenges in Danish Police reforms. He attempted to answer the challenges and implications of introducing reforms in Danish Police. In Kenya, Mugambi (2017) focused on strategic change management practices and the performance of the Kenya Police. Karani (2019) focused on the effect of reward strategies on National Police Service performance employees in Tran- Nzoia County, Kenya.

In the 2007/2018 post-election violence, Kenyan police used a lot of force to suppress the residents of Uasin Gishu County who protested against the election outcome (Njogu, 2009). The causes for this bad performance have not been thoroughly investigated and appreciated but NPS officers play a vital role in security concerns. There are a multitude of challenges today facing the National Police Service (NPS) which force the

Government to pursue a comprehensive program of transformations to boost efficiency in its activity. The crime rate, public safety and the effective use of the policing services available remain of the country's major concern, suggesting that the intended standard of police efficiency is yet to be reached. The importance of enhancing police efficiency generates an inevitable need to define tactics for this purpose. No studies have been done in regard to whether the implementation of strategic reforms can be employed to improve the National Police Service performance and especially in Uasin Gishu County.

1.4 Objectives of the Study

1.4.1 General objective

The overall objective was to examine the effects of implementation of strategic reforms on National Police Service performance in Uasin Gishu County, Kenya.

1.4.2 Specific objective

The study was guided by the following objectives;

   i.   To determine the effect of capacity building on National Police Service performance in Uasin Gishu County, Kenya.

  ii.   To find out the effect of police relationship with the public on the National Police Service performance in Uasin Gishu County, Kenya.

 iii.   To establish the effect of oversight mechanisms on National Police Service performance in Uasin Gishu County, Kenya.

  iv.   To determine the effect of police service restructuring on the performance of Kenya police at Uasin Gishu County, Kenya.

1.5 Hypotheses

The study was be guided by the following hypothesis;

H_{01} There is no significant effect of capacity building of police service personnel on National Police Service performance in Uasin Gishu County, Kenya.

H_{02} There is no significant effect of police relation with public on National Police Service performance in Uasin Gishu County, Kenya

H_{03} There is no significant effect of oversight mechanism on National Police Service performance in Uasin Gishu County, Kenya.

H_{04} There is no significant effect of police service restructuring on the National Police Service performance in Uasin Gishu County, Kenya.

1.6 Significance of the Study

The study gave data which can be used to guide implementation of reforms to the government, National Police Service, members of the public and academicians on the effects of implementation of strategic reforms on National Police Service performance in Kenya. The study will enable National Police Service to develop relevant strategies that would improve the operations and management of the police service and implementation of the proposed reforms.

The study will also be important to policy makers in improving the police leadership and ensure the implementation of the proposed police reforms. The findings of the research may help IPOA know the extent to which it's achieving its objective, the challenges facing the institution and the strengths and weakness of the organization. It is also hoped that it may advise all the stakeholders especially the political leaderships and the National

police service of the gaps found in the implementation of the police reform agenda. The research was of considerable importance to the general public, who have had a great deal of contact with police officers in terms of their security and property safety and knowing what causes the conduct of the police in their results.

1.7 Scope of the Study

The study examined the effects of implementation of strategic reforms on National Police Service performance in Uasin Gishu County, Kenya. The study variable studied were; capacity building, police relationship with the public, oversight mechanisms and police service restructuring as independent variable, while National Police Service performance as dependent variable. The study was conducted in Uasin Gishu County. The researcher used a descriptive research design. The study targeted 459 respondents with the sample size of 259. Data was collected from May to July 2019.

1.8 Assumptions of the Study

The study assumed that respondents filled the questionnaires by giving the correct information. The respondents were aware on the strategic reforms that were undertaken by NPS.

1.9 Limitations

Due to the nature of the disciplined forces, it was uncooperative. Some were hesitant to provide information out of fear of the unknown, and were specifically afraid that the information given may be used against them. This was overcome by assuring them that purpose of the study was only for academic and the information they gave was treated with confidentiality.

The study covered a central field of the organization that requires a great deal of secrecy. Due to this, some individuals in particular, top management in the national police service could believe that the information they presented would be too vulnerable and may end up exposing their vulnerability, causing them to withhold the information. But the researcher assured them that the information was confidential and that it was for educational purposes only.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter described the theoretical framework, empirical review of literature according to study objectives and the conceptual framework.

2.2 Theoretical Framework

This entails discussion of the study under the theories that explain the underlying phenomenon in regard to change management practices and performance. A theory can be defined as a formal explanation of some occurrences including how things and events relate to each another. Any theory can assume a process of reviewing past findings of studies that are similar in nature, deductions that are simple and logical, and comprehension of theoretical areas that are applicable (Zikmund, Griffin & Babin, 2010). Theoretical composition directs the research, determines which of the variables will be measured, and the statistical connections to watch out for in relation to the research problem under study (Trochim & Tormo, 2006). This research was anchored in the theories of institutional and resource-based view Theories.

2.2.1 Institutional Theory

The institutional theory was developed by Meyer and Rowan (1977). It advocates of the theory claim that organisations typically embody myths, routines, and guidelines that have been established over time and confirmed by information from diverse experts, and direct the organization's activities to adjust consumer demands (Mayer & Rowan, 1977).

The core principles and premises of the approach to institutional philosophy offer valuable directions for the study of organizational-environmental interactions, with a focus on social laws, perceptions, norms and beliefs as a source of strain on organizations. This ideology is based on the idea of reputation as the core corporate purpose rather than performance or competitiveness (Doug & Scott, 2004).

The world is built to be the operational field that includes government departments, states, judges, professionals, advocacy organizations, public opinion, policy, law and social values. Institutional theory suggests that the individual is environmentally compatible. However, there are some fundamental aspects of the operating environment and procedures that are not properly discussed by the operational philosophy that make the technique impossible to complete understanding of their environment (Doug and Scott, 2004).

Some structural theorists, including Meyer and Rowan (1991), DiMaggio and Powell (1983), argue that the operational perspective has important effects on the formal frameworks of the enterprise, which are much more critical that demand in the market. The group legitimizes creative mechanisms aimed at optimizing the strategic efficacy of start-up firms. These developments have at the end of the day acquired some legitimacy when failure to follow them is considered "irrational and negligent" (or they become legal mandates). New and current institutions, even though the shape does not improve efficiency, will follow a systemic model at that stage.

Makaria and Ngugi (2014) state that structural theory is difficult to grasp because it recognizes popular belief based on social assumptions for social projects. The principle

relates to the present research, as it underlines the need for organizational participants to obey rules, routines, principles and sign systems, practices, frameworks, organizational culture and cognitive scripts in relation to deployment, and improved resource coordination.

2.2.2 Resource Based View Theory

Resourced Based View Theory was advocated by Barney's (1991). According to the Resource Dependent View Principle, the company's own resources are those that decide its success. In addition, they allow the company to have a sustainable competitive edge. The philosophy describes how to handle corporate capital effectively and strategically. The finances of the enterprise should be restructured to suit the strategic benefit of the corporation.

The capability within the organisation is what leads the organization to make strategic decisions that are capable of fulfilling the external climate of the business. This management strengths include human skills, rewards and useful knowledge that improve the company's success standards (Chandler, 1982). For example, management, staff, business skills and capacities, assets specific to company success, sustainability and evolution. Extensive tools (Conner, 1991; Peteraf, 1993). Resource theory is becoming more prevalent with companies facing production disparities. The company must also increase its diverse potential (Teece et al., 1997). This will effectively allow the company to raise more capital to enable the company to take advantage of its newly acquired resources.

Collis and Montgomery (1995) propose that the RBV method is used to characterize the characteristics involved in establishing the strategic advantage of firms such as economic

superiority and scarcity. In contrast, RBV helps companies to run easily, reliably and cost-effectively than rivals. This approach varies considerably from the alternative study focused on the market. From a heterogeneous perspective of RBV, some researchers argue that an organisation should focus more on how to coordinate resources and processes to construct complex resources. Under this theory, organizational resources are employed through strategic planning to formulate a viable strategy for the organization. Therefore, before developing a strategy, it would be prudent for any organization to check out the resources at its disposal and whether they are enough for implementing that particular strategy.

In recent years, the theory has evolved such that it provides ways of understanding how opportunities, resources and strategies help firms to attain optimal performance. Where an organization has not been able to realize its potential of gaining sustainable competitive advantages, the resource-based theory can help managers to exploit this potential by helping the management to understand the kinds of resources the organization has and how they can be employed towards gaining a competitive edge which is sustainable. Among the challenges bedeviling the Police Service is the inefficient use of resources. The resource-based view is applicable since it assists organizations to know the most important resources that it possesses and how to employ them towards improving performance.

Criticism of a resource-based perspective may be checked. This hypothesis implies that the business product is constant and ignores the actual valuation of the resource. As already stated, this principle is seen as tautological. On the basis of the Porter (1991) claim, the resource dependent does not consider the process explanation to be a matter of

value and that operations should be more important than resources. RBV is not in a position to provide tangible translations to the operating company. In comparison, the strategy tends to be limited to narrow repercussions as the position of the management arguments is more concerned with the company's resources' organizational roles.

The dynamic capabilities are an evolution of RBV science to help illustrate how profit is acquired and maintained in the long term. Furthermore, the ambiguity and time of RBV boosts performance, which increases resource estimation and the competitive advantage's possible longevity. According to the theory, the establishment, such as personnel, corporate authority, information properties of organizational goals and objectives is applicable in this analysis. An organization has to restructure its business in order to control its performance improvement by disposing of the unit, which recognizes its core market, in order to raise the amount of capital and eliminate the failed company by the actions of a subsidiary.

2.3 Empirical Review

This section presents literature on how implementation of strategic reform has enhanced NPS performance.

2.3.1 Capacity Building on Performance

According to the International Crisis Group (ICG), (2005) the educational challenge in the police service is rampant especially in developing countries. This challenge has been a headache for the police leadership globally. Kagari and Thomas (2006) noted that education is not in the police department's vocabulary with most police departments only

require a high school diploma. This can be extrapolated to the leadership and the chief of police education.

Strock (2008) investigated the Education of the Police in California. He presents an uneducated view on college education and the police. He however stated that college education is not necessarily a prerequisite for good police leadership. The lack of understanding of education and how to obtain education is seen by his discussion. He presents so that the public has to pick up the tab for the education. But what should be discussed by leaders is to require a four-year degree prior to becoming a police officer. It is ironic that teachers have to first graduate from a four-year institution before they can apply to a teaching program. While the police officer only requirement is a high school certificate. A police leader can affect lives of other police officers and so education may be key in understanding the subordinates for effective police service.

Boyd and Marnoch (2013) conducted a study on capacity building and the Afghan National Police. The study is context rich drawing on qualitative data. The responses usually concluded with a policy transfer were effective but were in a position to provide more knowledge of the Afghan context and how specific problems occurred during this capacity-building process. The need to learn more about the relevant skills on the personal side of building emerging skills as a key finding. This information is not currently limited to policy transfer in the police sector. However, the study was in Afghanistan compered to my study place Kenya.

Siahaan, Gani, Domai and Santoso (2014) did a study police capacity building in environmental management in Mojokerto. The results of the study indicate that: staff development in the police department was based on the availability of trained and

technical personnel through the recruitment and training of police officers, organizational strengthening focused on human resource management, management features and communication systems, institutional change captured through the institutionalization of vision and policy implementation, which prevents action.

According to Rojek, Kaminski, Smith and Scheer (2007) study on the organisations that brought their recruits through field training systems and the aspects of these systems in the state of South Carolina. The study found that the lack of resources and priority paid to basic compliance preparations in the state has struggled currently to provide the law enforcement officers and citizens of South Carolina. The report finds that it aims to enhance the efficiency of law enforcement in South Carolina through field training be effective in the performance.

Transparency International (2014) found in its report that the police force remained the most inefficient public agency in the world with a ranking of 81%. In addition, according to the Kenya Police Service Annual Crime Statistics, the number of criminal offenses is also on the rise with the estimates of 71832, 73376 and 72490 published in 2013, 2014 and 2015. This was a strong indicator that, through preparation interventions, much needs to be achieved in terms of the cumulative success of police officers in the battle against crime.

Education increases the probabilité of confrontations between officers, gives them confidence and defends them and their companies against conflicts. The degree of confidence in community in the police force can also be improved by education. Significants recommendations have been made by the Ransley Task Force (2009),

including preparation policy enforcement. While senior training has been reasonably effective, the potential to systematically teach inferior skills is incredibly inadequate. The Kenyan police remained in a balkanized condition because of the Government's decision to abandon the national police unification (Gambino, 2008).

Ngugi et al (2012) published a report on the factors impacting service quality in the national police department. They concluded that schooling was a beneficial service in the development of the police department, noting that trained police officers had stronger oral and written communications skills, were more tolerant and flexible in their dealings with citizens, adapt better to organizational change, are generally more professional, and have fewer administrative and/or personnel problems. They argued that leadership is useful in an uneducated police force, as they can get quality suggestions from peers who might have higher credentials than themselves. Educated police officers have recognized the need for preparation considering the position of the police.

Kingoo (2019) carried out a report on the impact of preparation on the national police force in Kenya: the case of a Nairobi-based police inquiry. The purpose of this analysis was to examine the results of training at the national police service. Data was obtained using methods such as a formal questionnaire containing open and closed questionnaires and an ear guide. The completed questionnaires, was analyzed using Microsoft Excel. Calibration information will be reviewed for content. The study showed that there is a strong and important link between training and the success of police duties in Kenya.

A number of police administrators and administrators have been deployed without attending through school, according to Ransley (2009), which has led to the National

Police Force's insufficient outcomes. Vision 2030 envisages a Kenyan environment free from terrorism and danger, only if all officials in the company are constantly trained and performance disparities are recognized (VISION 2030). The 2003-2007 Economic Recovery Plan notes that trained personnel in the Kenya Police Service should be given. The National Police Strategy for 2013-2017 focuses on planning, developing capabilities, supervision and evaluation and improving efficiency to increase police performance. The Kenya Police Performance Contract for the financial year 2014/2015 highlights the importance of improving performance through training needs (Performance contract, 2013-2014).

The Price water house Coopers report (2007) recommended the need for the Kenya Police Force to review its training, deployment, planning of its officers' human resources management activities in order to encourage and promote creativity and enhance performance in the National Police Service. Furthermore, Were (2013) recommended the need to carry out research studies on issues other than staff, the work climate and the legal system that influence police effectiveness. This research is therefore intended to assess the influence of capacity-building on the performance of the national police force in Kenya.

The government needs to protect any person and, to do so, public security services must be qualified to the highest level and skills possible (Constitution, 2010). Vision 2030 provides for a Kenyan community free of fear and danger, to be accessed only through the on-going preparation of all the organizing officers. In order to improve forces' effectiveness, the National Police Service Growth Strategy (2013-2017) puts significant focus on training, building capacity and enhancing performance.

According to the IPOA report (2015) 59 unreasonable police cases were investigated, The 2014 IPOA Baseline Research Results indicate that 30% of Kenyans suffered from police brutality. The research further indicated that only eight of the 36 cases identified reached the requisite level of proof in the court of judgment. Benchmark Results from the IPOA's Benchmark Survey 2016 revealed 38 incidents and 37 cases of police action/inaction. This indicates that training also requires investigative expertise. Kihiko (2013) proposed in its study that all police stations, with the aid of police education schools, improve the capacity of officers to enforce new laws, civil rights, new technology and public relations. Ngugi, Ngugi, Were and Titany (2012) noted that the police force should engage in training and workforce growth to meet the operational goals and objectives.

These reforms were intended to increase accountability in the police sector for the public, boost its discipline and empowerment, improve tactical planning and policy, and improve the financial, legal and political instruments that govern Kenya's policing force, according to the Commission Report on the Implementation of police reforms (2010). The protection of the community, through all attempts to advocate policing improvement and greater standard of service, is now being increased. The KPS has been criticized, over the years, of the way its services are implemented by both the media and the worldwide community.

2.3.2 Police- Public Relationship and Performance

There are several reasons that the police have complicated experiences with the people they are intended to represent and defend. Many of these derive from the fact that, overall, police forces have contrasting perspectives, inadequate communications, and

questions over the essence of social order in a free society (Carter & Radelet, 2009). The police deal with the society on a variety of levels: personally, as a group/organization, and as political actors. If it seems that law enforcement is in the interests of the societies in which they police, there is overall unity. If the police are out of touch with these emotions, there is discontent and dissension.

Sahapattana and Cobkit (2016) carried out a report on police efficiency and public confidence: Thailand's case study. Descriptive architecture was utilized in the analysis. The findings of this research were from a nationwide survey of 9900 Thai individuals. The research explored the relation between different variables and police trust in the public. The findings of this study established a state of criminal suppression and crime deterrence among the four groups (demographic, contextual, police and police attitudes), while maintaining a good positive association with police attitudes. Nevertheless, relative to my current study place, Sahapattana and Cobkit (2016) were in Thailand.

Nair et al., (2012) did a study on better police work with a paradigm shift in public perception of police. The study investigated issues that affected public perception of the police such as the effectiveness of the police in the fight against crime, fraud, cruelty and human contact between the police and the community. It was found that most of the educated members were unhappy with the police as they felt that the police could be more effective in combating crime. Police should continue to reduce crime and act in a fake and brutal manner to gain public confidence and win their cooperation. in the fight against crime. The study however did not look into my study variables.

A research on the effect of race/ethnicity, neighborhood background, and police/citizen engagement on residents' police views was conducted by Lai and Zhao (2010). The goal of this study was to improve the police's existing awareness of community circumstances. To explain people's views of the police, independent variables based on three models, demographics, community context, and police/citizen relationship models were used. In fact, the status of the police population is measured by the general attitude of the police and the special trust of the police in two groups. Data from 756 respondents was collected by telephone in Houston in 2008. Preliminary studies revealed that significant predictors were race, gender, age, violence, and satisfaction with police work. Hispanic responders to the General Attitude Police registered lower percentages than their white counterparts. According to the Spanish Confidence in the police, there were also no major variations in the use of Taser rifles between whites and Hispanics. However, the survey was in Houston.

A research on institutional faith and performance: A police study in Ghana was undertaken by Boateng (2018). The first goal of this analysis is to analyze the impact on neighbourhood monitoring by local police in Ghana of three metrics of police work. In specific, the research aims to answer the question "Can theoretical application be used by the police to explain differences in citizens' circumstances?" This question is answered using qualitative data obtained from 1024 inhabitants from 25 locations in five Ghanaian cities. The results show evidence that confirms the implementation in Ghana of the principle of functional meaning. The results of this report are systematic and realistic in nature and provide the police with useful insights to increase their performance and strengthen public relations. My analysis variables were not looked at by (Boateng, 2018).

Ndung'u (2011) suggested that, owing to their dishonest existence, the Kenyan public is generally reluctant to comply with the police and exchange details. She observed, however, that Kenyans are becoming more transparent and are able to report to the relevant authorities' cases of police violence and inappropriate use of service. Crime policy, which relies on rules and regulations, is highly myopic and does not consider and resolve the actual problems facing the country's police force.

Together with the Police Internal Investigation Department, an independent police supervisory authority was set up in Kenya to assess the role of these agencies in the quality of services. Public culture is police officers' organizational and legal activity. That is the way officers conduct their tasks and, as such, it is the best indicator of improvement for the public within the police department (Ott, 2009). Most police forces are actively trying to get staff into line with and internalize the business culture and to provide a common sense of operational goals (Trojanowicz & Bucqueroux, 2010). In the other hand, within the context of a police force, individual values have a significant effect on the actions taken (Lipsky, 2000).

The post-2010 age has become a global issue from the level of confidence between the police and the public, to the consequences of police violence at its lowest level (SRIC, 2012). This suggested that the police did not appreciate the collaboration of the government and media leaders and other associated organisations. This was in the way that the Voluntary Policing Forces around the world were previously introduced (Ruteere, 2003).

2.3.3 Oversight Mechanisms on Performance

Police accountability systems are bodies and practices outside the police units which are established to guarantee that the actions of the police are scrutinized and gauged with regards to efficiency (maximum gain to resources used in undertaking of their jobs), effectiveness (level of performance) and integrity (compliance rules and regulations, reverence of persons rights, and prevention of abusive actions such as cruelty, extra use of force plus extra-judicial killing, corrupt practices and law implementation decisions based on biases against categories of individuals) (United Nations Office on Drugs and Crime (UONDC), 2011).

There are several categories of oversight bodies" that vary broadly in regards of their level of engagement in investigating grievances against police and deciding the penalty. The level of engagement depends on the agency's legal authority and capacity. Oversight bodies are required to make determinations for the citizen and officers involved after investigating accusations of misconduct and determining punishment, for those rulings to be acknowledged as appropriate by both the public and the police, the oversight body must be broadly viewed as objective and impartial (Phillips Emma, 2002).

Pyo (2011) discusses a project in Hungary and Spain which found that systematic monitoring of police stops and public reporting of data increased the proportion of stops that uncovered offences. Thus, making police work to be less discriminatory and more efficient. In both the countries, police had a prior history of prevalent ethnic profiling. This project confirms the notion that police officers will rely more on objective evidence rather than act on stereotypes if they are aware that their reasons and results will be scrutinized. Success in enhancing performance and reducing prejudiced actions is a motivation to believe that extra inroads could also happen in other places.

A survey conducted by the New Jersey Civil Liberties Union (NJCLU) on about 500 police bodies in 2009 in New Jersey found out that: only 4% of agencies accepted online complaints, 63% require complaints must be filed in person, lots of police organization do not receive civilian complaints beyond the usual operational hours, 68% will not accept complaints by phone, 49% do not accept anonymous complaints and 86% do not send grievance forms or allow them to be taken from police station. In their report, the New Jersey American Civil Liberties Union ACLU (2009) stated that internal affairs is defeated before it begins if people are uncomfortable to lay complaints.

It is necessary for the Police to enhance their relationships with the public and citizen oversight agencies since it's in the public's and their own best interest for police accountability mechanism, whether internal, external or both, to be successful. It is important for the police management to comprehend the issues that have made their internal mechanisms to be observed to have failed for them to advance their own answerability mechanisms as well as assist citizen oversight agencies to be successful (American Civil Liberties Union of New Jersey (ACLU), 2009).

According to IPOA's performance report from January to June 2014, the Authority registered a total of 610 complaints compared to 250 received over the previous period (1 July 2013-31 December 2013), with a rise of 360 cases or 144 per cent. Around the same time, the Authority has registered 860 complaints since its establishment in June 2012. The highest volume of complaints over all monitoring periods has been received from the public, with a combined proportion of 63% of all complaints received during the period. Complaints from the police, in particular, rose from 11 to 75, as well as from state and non-state players, suggesting increased cooperation with the respective agencies (IPOA, 2014).

The IPOA Act mandates the Authority to independently oversee how the police handle complaints made by both the public and the police. Within the Authority, the management and legal directorate of the case shall process and forward the complaint management officers to the Inquiry Directorate for Investigation as required under Section 6 of the IPOA Act. Mechanisms and potential for increased disciplinary investigation into reports of illegal wrongdoing and violence by the police are in operation. The Authority has a team of prosecutors who are responsible for the day-to-day inquiry inside the Investigation Directorate (GOC, 2011)

Having particular officers responsible for their actions is a vital aspect of the police when it contributes to the fulfillment of the essential goals of policing (Walker, 2005). In Accountable policing, police should accept being quizzed about their decisions and actions and agree to the penalties of being found guilty of misconduct, including having to compensate victims and sanctions. To warrant that the police become answerable for their actions, IPOA undertakes to investigate complaints against the police whether

disciplinary or criminal including death in police custodies and police actions that lead to death or serious injury. IPOA also monitors and if necessary investigates police operations that affect the members of the public. This is all endeavored in ensuring the public understands the actions of the police and trust that it was done in good faith thus improving policing standards (GOK, 2011).

IPOA is mandated to inquire into any death or grievous injury including passing away or serious injury in: Police detention, due to police actions or cause by officer in the line of duty. Police are required to take necessary steps upon a death or serious injury to safeguard evidence important in the inquiry, notify the IPOA in writing, and provide it with proof and all other facts applicable to the matter (GOK, 2011). IPOA monitors and reviews all policing operations affecting members of the public including: any event involving the use of police service, use of fire arms by the police, deployment of police officers, and training of police officers, operations that can potentially affect the interaction between the general public and police, and any other matter of national importance affecting the public.

The purpose of this monitoring and review is to: respond to public concerns on any matter involving the police, ascertain that the police are being deployed for the for lawful purposes, share information relating to the police with the general public, ensure compliance with policing and human rights standards; and establish standards of policing (IPOA, 2013). The major component of any accountable and professional police institution is a complaint mechanism, thus their effectiveness and existence should be

evaluated by monitors. The first level of a complaint's mechanism is the internal complaints mechanism through which complaints are addressed to the in charge of the police station/department and internally investigated by a police entity. The shortcoming in this mechanism may be the strong "esprit de corps" within the police and lack of autonomy (Association for the Prevention of Torture (APT), 2013).

For a police complaints system to be effective it has to be accessible, simple and basically fair. It should recognize complaints as valuable feedback rather than being defensive. It should seek to address the main cause of public dissatisfaction by assuming that all complaints are made in good faith but also recognizing that few complaints are malicious and vexatious and can take up an unreasonable amount of time, and be able to deal with those robustly (Glass, 2014). The core police functions outlined in section 24 and 27. GOK (2011) include; administration of all laws and policies which it is responsible for, providing help to the public when required, safeguarding life as well as property maintenance of law and order, inquiry into crimes maintenance of peace, collection of criminal intelligence, apprehension of wrongdoers; and prevention and detection of crimes.

In the NPS performance functions, article 244 of the GOK (2010) states to: tutor its staff to the maximum set of competency and integrity and uphold civil liberties and basic freedoms and self-respect; endeavor for the uppermost principles of professionalism and obedience among its members; observe the legitimate ideals of people's rights and basic freedoms; inhibit corruption and support and practice accountability and transparency and foster and promote relations with the public. To ensure that the police perform their functions while adhering to the provisions of the constitution, IPOA was formed to

provide oversight on all police functions with an overall goal of transforming the National police officers into specialized, responsible competent and operational security organ that Kenyans can be confident for their security and safety.

IPOAs core functions as outlined in section 6 of the (GOK, 2011) include: inquiring into policing processes touching on citizens, inspections Police premises, as well as police custodies, review patterns of officer misconduct, assessing inquiries and activities done by the Internal Affairs Unit in reaction to grievances against the officers, investigating grievances against the police and recommending to the appropriate establishments, and collaborate with other organizations on matters of law enforcement oversight.

Section 5 of the (GOK, 2011) gives the three main goals for the formation of the Authority: implement Article 244 of the Constitution, ensure autonomous oversight of the management of grievances by the Service and make Police answerable to the public in the execution of their jobs. Independent police oversight agencies have diverse mandates. Acting on complaints and general supervision are evaluation functions intended to correct or punish misconduct while personnel management and direction setting are functions meant to provide guidance and preventing misconduct. Supervision of detention facilities is a combination of giving directions beforehand and evaluation after operations.

The evaluations resulting from police oversight provide new contribution for new measures and policies expected to improve performance of police functions. Complaints systems are vital components of any specialized and accountable police body. An efficient police complaints system must to be accessible, simple and basically fair. An

effective police accountability mechanism, whether internal or external or both, is in the best interest of the police department and the community they serve. Successful administration and management of oversight organizations is vital for their success.

Oversight managers should work within the framework of governmental and legal structures. Most police agencies have opposed citizen oversight by perceiving them as an outside interference. The moral authority of the oversight body is a partial outcome of the integrity and experience of its staff. Independent bodies have to get balance between preserving their autonomy and ensuring the support of the police leadership and political authorities.

2.3.4 Police Service Restructuring on Performance

Prenzler, Fleming and King (2010) did a study on new management strategies and the rebuilding of accountability in Australian police organizations. This study examines the use of new forms of the international context in relation to the requirements for management, greater public-private use and accountability in Australian police services since the late 1980s. The study revealed that the dynamics of organizational reform, particularly in the sense of trends in employment, are primarily influenced by reveals of concentrated misconduct and police brutality by surveys by the policing organizations in Queensland and New South Wales. This has resulted in a major effect on the restoration agenda on corporate responsibility and institutional improvements.

Research shows that the application of strategic techniques can be applied to such corporate contexts. That indicates that the reform process and the emphasis on shifting job trends create more tension opportunities between the police officer and the administration. The study was in Australia compared to my study area which is in Uasin

Gishu County, Kenya. Ogbo et al., (2014) conducted a study on strategic reorganization of the active police system in Nigeria. This study aims to reveal the mechanisms that can be used to put the Nigerian police force into effective service delivery through strategic restructuring. The study used a mono-way estimation method that uses secondary sources of data collection. The finding showed that the CID has been sleeping for a long time due to a lack of appropriate structure as a backdrop to add value to the department with the supervision and fine-tuning of the Department of Energy.

In addition, due to mistrust and confidence in the police department, the regiment was blurred by inadequate data collection, the degree of promotion was found to be insufficient, as no military insurance plans were available. It is clear that the Nigerian police chief has the necessary tactics to be able to work on an ongoing basis, but the absence of a cohesive framework to implement their strategies challenges it. However, the study did not look at my research variables. Police reforms and general trust in Kenya have been investigated by Ndung'u (2011). He suggested that with a successful police force, hierarchical frameworks in the police service could be altered. He acknowledged that in introducing changes, the police leadership faces a dilemma as the system is old and focused on obsolete philosophies.

A structured bureaucratic structure will present a problem as it leads to inefficiency, bureaucracy and poor morale for leaders trying to enact reforms in the police. This will encourage the management to make improvements based on the planned police reforms. Waweru and Maina (2019) did research on organizational reorganization and operation of the national police force in Kenya. The study found that the outcome of the reorganization of the National Police Service was important since it encourages

coordination between the multiple departments in order to ensure that it satisfies citizens' standards. Nevertheless, the research did not look at my sample variables.
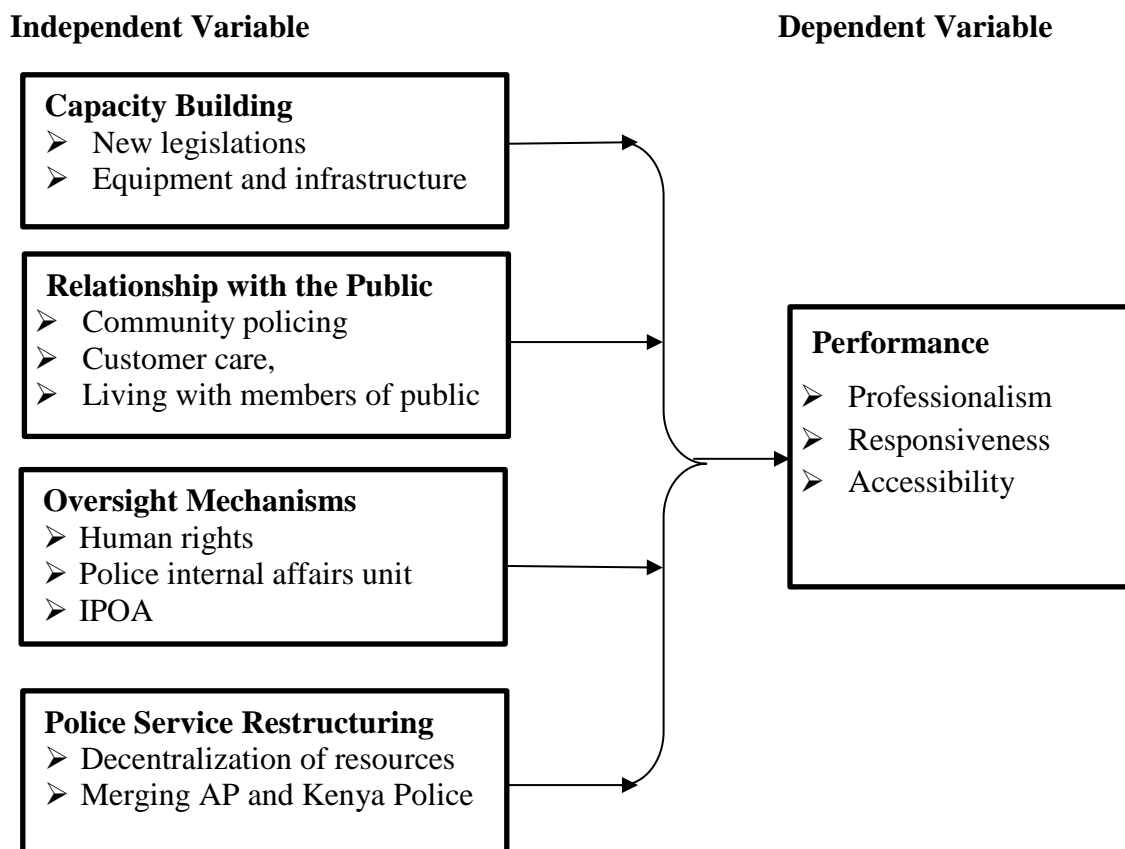
2.4 Performance of Police

Improving the performance of organizations has always been of great interest to management teams and researchers globally. How to attain and sustain optimal productivity in organizations is one of the key challenges that face management today (Wachira & Anyieni, 2015). Job efficiency is an assessment of the delivery of workers in an organisation. Services are tasks that are carried out in an organisation that add value to its competitiveness. This covers economic operations, customer success and other corporate activities that include the importance of leadership and management within the organisation, its institutional framework and its customer relationships (Edwardsson, 2005).

In the United States measures taken to evaluate performance in public institutions were historically anchored in human resource management legislations, being The Pendleton Act 1883, Civil rights act of 1964 and Civil service reforms act 1978, these acts established systems of professionalization of public service to ensure limited dependence on the executive arm of the government, there was more diversity in the workforce, there was establishment of public service management boards whose function was to ensure that there is independent periodic assessment of the federal personnel. A radical reforms approach in which policies, procedures that were counterproductive and did not offer job security to the workforce were abolished (Grosii, 2012).

The National Police Service was formed in compliance with the Constitution of Kenya (2010) and the National Police Service Act (2011). The mandate of which is to provide support to the public when appropriate, to maintain law and order, to restore peace, to protect life and property, to prosecute crime, to deter and track crime, to apprehend criminals and to uphold the law and values under which they are convicted. The station is a support center and the Inspector General of the Police is committed to ensuring that officers of the police department are inspired, that people are polite, that they are open to all they do and that they are truthful with each other and the society at large.

2.5 Conceptual Framework

Conceptual Framework shows the relationship that existed between the independent variables (capacity building, relation with public, capacity building and restructuring) and dependent variable (performance of NLP) as shown in Figure 2.1 below.

Independent Variable　　　　　　　　　　　**Dependent Variable**

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┌─────────────────────────────┐
│ Capacity Building           │
│ ➢ New legislations          │
│ ➢ Equipment and infrastructure │
└─────────────────────────────┘

┌─────────────────────────────┐
│  Relationship with the Public │
│ ➢ Community policing        │
│ ➢ Customer care,            │
│ ➢ Living with members of public │
└─────────────────────────────┘

┌─────────────────────────────┐
│ Oversight Mechanisms        │
│ ➢ Human rights              │
│ ➢ Police internal affairs unit │
│ ➢ IPOA                      │
└─────────────────────────────┘

┌─────────────────────────────┐
│ Police Service Restructuring │
│ ➢ Decentralization of resources │
│ ➢ Merging AP and Kenya Police │
└─────────────────────────────┘
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┌─────────────────────┐
│ Performance         │
│ ➢ Professionalism   │
│ ➢ Responsiveness    │
│ ➢ Accessibility     │
└─────────────────────┘
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Source: Researcher (2020)

Figure 2.1 Conceptual Framework

2.6 Research Gap

Yamoah and Maiyo (2013) did a study in building capacity and employee morale. The first objective was to determine whether the power factor had a significant effect on employee performance, referring to the specific MTN interaction. The research explored a skill-building function that helps to improve a person or a community of people. Using questions, researchers gathered and analyzed the facts. The findings of the analysis have demonstrated that preparation, when correctly implemented, has a substantial effect on the success of workers. However, it has also been known that teaching does not always respond to job problems. Salary schemes such as: wages, incentives and allowances

became the core components of fueling petrol for employees. The research did not, however, look at the police service in Kenya.

Prenzler, Fleming and King (2010) did a study on new management strategies and the rebuilding of accountability in Australian police organizations. As a result, the organizational goals of accountability and cultural change have had a significant impact on the reconstruction agenda. Research shows that the application of strategic techniques can be applied to such corporate contexts. This indicates that the reform process and the focus on shifting structures of work have opened up more opportunities for tensions between police and management. The research was carried out in Australia in relation to the field of study in Uasin Gishu County, Kenya.

Mboroki (2013) published a report on factors impacting the delivery of services by the Kenya Police Force. He observed that weak police leadership was a significant obstacle to the delivery of services within the police force. Chtalu (2014) published a report on the complexities of police reform in Kenya. The study found that awareness of police reform among police officers was very limited, noting a change of name from police to police and the naming of the Inspector General as part of the changes. Given the recent planned policing reforms, their relationship to strategic reforms is yet to be addressed in any empirical report.

Majority of the studies reviewed in this research have been carried out outside Kenya. Ndung'u (2011) did a study on police reforms in Kenya and public confidence. The study found that the current police reforms institutions in Kenya were established to promote the current state of police. This study relates to the current study in that it studied the

current reforms in the police which is the independent variable in the current study. Mboroki (2013) did a study on the factors influencing service delivery by Kenya Police Service. Despite the study focusing on police, however failed to focus on strategic reforms which makes the study different.

Chtalu (2014) has published a report on Kenya's problems of police reform. The analysis showed that it was difficult to enforce the current rating system as mandated by statute. It reflects on reforms, but does not create a relationship with the success of NPS. This research concerns the present study. The local studies carried out in Kenya have failed to establish the effect of police reforms on NPS performance which creates the need for this study. This study despite focusing on policing reforms, the study was not carried in Uasin Gishu County.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the type of research design and methodology used in the following sections; the research design, study area, target population, sampling procedures, sample size, data collection instruments. Other sections include; validity, reliability, data collection procedure, procedure for analyzing data and ethical consideration.

3.2 Research Design

The researcher used a descriptive research design. It provides a conceptual structure and the framework within which the study was conducted. According to Orodho (2003), a descriptive survey targets a large population but uses part of the population for the study. Descriptive design is suitable because it is used to obtain information that describes existing phenomena by asking individuals about their perceptions, attitudes, behaviors or values. The design enabled the researcher to obtain information on the influence of strategic reforms on performance of the police service. This design can also be used for explaining or exploring the existing status of two or more variables.

3.3. Target Population

The target population were police officers drawn from Uasin Gishu county comprising of Six Sub county police stations as summarized in the Table 3.1. The target population comprised of 295 police officers and 180 members of public drawn from jurisdiction of every subcounty police stations (inspection report Uasin Gishu report 2012).

Table 3.1 Population Size

Rank	Police station						Target Population
	Eldoret	**Langas**	**Naiberi**	**Mois Bridge**	**Kiambaa**	**Moiben**	
County commander							1
Senior Superintendent	1 1	1 1	1 1	1 1	1 1	1 1	6 6
Chief Inspector	2	2	2	2	2	2	12
Inspector	5	5	5	5	5	5	30
Junior officers	64	46	36	34	28	32	240
Member of public	30	30	30	30	30	30	180
TOTAL	**103**	**85**	**75**	**73**	**67**	**71**	**475**

(Source: Office the county police commander Uasin Gishu County, 2020).

3.4 Sampling Procedures and Sample Size

Sampling is the process of determining which participants that represent the entire population of the research area. The sample size is the number of police officers from every police station and members of the public that have reported various cases with the Sub County police station for assistance.

3.4.1 Study Sample Size

A researcher needs a specific formula to enable him or her to come up with a sample size of the entire target population. Yamane, (1967) formula was used to determine sample size as shown below;

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

Where; n is the sample size, N is the population size, and *e* is the level of precision. Thus

n=475/1+475(0.05)^2

n= 475/1+1.1875

n= 253

Therefore, the sample size of 259 was used to accommodate for six respondents selected using purposive method.

Table 3.2 Sample Size

Rank	Police station						Sample Size
	Eldoret	Langas	Naiberi	Moi Bridge	Kiambaa	Moiben	
County commander							**1**
Senior Superintendent	1	1	1	1	1	1	**6**
Superintendent	1	1	1	1	1	1	**6**
Chief Inspector	1	1	1	1	1	1	**6**
Inspector	5	3	2	2	2	2	**16**
Junior officers	34	25	19	18	15	17	**128**
Member of public	16	16	16	16	16	16	**96**
TOTAL	**58**	**47**	**40**	**39**	**36**	**38**	**259**

(Source: Researcher, 2020)

3.4.2. Sampling Procedure

The researcher used stratified random sampling to select the police officers for the study. According to Orodho (2008), a stratified random sampling provides more reliable estimates of the total population parameters and guarantees that a more representative

sample. This procedure gave the police officers an equal chance to be selected in their strata hence avoiding selective bias. The County was categorized into various sub counties with each of them forming a stratum. It was used to select 6 sub county police stations. The sampling method was relevant since the police officers hold different levels of management giving homogenous strata in the target population.

The researcher used purposive sampling to select one commissioner of police, 6 senior superintendent and 6 superintendents from the sub counties. A total of 16 Inspectors, 126 Junior officers and 96 Members of public selected was selected using simple random sampling technique. This method meant that all members of the population had a fair probability of being included in the survey. Simple random sampling provides an equal, independent opportunity for each member of the population to be chosen. The number of respondents chosen was equal to both their population in the respective schools and the overall number taken from the individual sub-counties.

3.5 Data Collection Methods

The researcher used questionnaires as the main data collection instrument. Questionnaires are set of questions which gave answers of the research participants in a set of ways. Kombo and Tromp (2006) explained that a questionnaire is a research instrument that gathers data over a large sample. The use of questionnaire is considered most appropriate so that consistency can be maintained in all the respondents. The research instrument was divided into six sections. Section A comprising of demographic information, section B; Capacity building, section C; Police relationship with the public, section D; Oversight mechanism, section E; Police Restructuring and section F; Police performance. The questionnaire was administered to the police officers.

3.6 Pilot Study

A pilot study was carried out in Nandi County, Kapsabet Police station where 30 police officer participated. Nandi County was chosen for pilot study because it has similar characteristic as Uasin Gishu in terms of police administration and in the same region (North Rift Region).

3.7 Validity of the Instrument

Validity is characterized as the suitability, consistency and accuracy of the meaning of the extrapolations resulting from the results of the analysis (Frankel & Wallen, 2011). It refers to the extent at which the results of the analysis adequately reflect the region under investigation. The researcher based on the authenticity of the material. The researcher then tested the validity contents by discussing the instruments with the supervisor and the experts, in order to ensure that the instruments measure what was intended to.

The research supervisor analyzed the questionnaires and made suggestions for the effective adaptation of the questions in the questionnaires. The researcher also asked the crime science specialist to decide what idea the instrument is attempting to quantify and to evaluate if the collection of objects reflects the concept under analysis. This professional assessment increases the authenticity of the instrument's content (Borg & Gall, 1989).

3.8 Reliability of the Instrument

As defined by Castellan (2010), it is the ability to constantly produce the same results when repeated measurements are taken under the same circumstances. For the purpose of this study, a pilot study was done at Nandi County, Kapsabet Police station. The three

instruments were pre-tested more than ones within a time interval of two weeks. Cronbach's alpha reliability coefficient was used to test the reliability of the instrument. The data was coded into SPSS to determine the reliability using the Cronbach alpha Coefficient. The results obtained indicated that the instruments were reliable with a Cronbach alpha of above 0.70.

3.9 Data Analysis and Presentation

Data collected from the questionnaire was edited, coded, cleaned and entered into statistical Package for Social Sciences (SPSS). Collected data was cleaned, tabulated in form of statistical tables to allow further analysis. The data was analyzed using both descriptive and inferential statistics. Regression analysis is a quantitative research method which is used when the study involves analyzing the relationship between independent variables and dependent variable.

Regression analysis is a quantitative method used to test the nature of relationships between a dependent variable and one or more independent variables. The basic form of regression models includes unknown parameters (β), independent variables (X), and the dependent variable (Y). Regression model, basically, specifies the relation of dependent variable (Y) to a function combination of independent variables (X) and unknown parameters (β)

$$Y \approx f(X, \beta)$$

$$Y = \beta_1 CB + \beta_2 PR + B_3 OM + \beta_4 R \ldots\ldots\ldots\ldots\ldots (1)$$

CB- Capacity building

PR- Public relation

OM- Oversight mechanism

R- Restructuring

3.10 Ethical Considerations

The researcher was given authorization to collect data from the National Commission for Science and Technology innovation and the Uasin Gishu County Commissioner's Office to enable the researcher to gather the necessary data from the respondents in the county. The researcher adhered to the concept of voluntary engagement by granting respondents the right to engage and contribute. Confidentiality was found when conducting this analysis by describing the motives for undertaking the study.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the data analysis carried in line with the study objectives from which the findings were presented and interpretations done based on the objectives of the study. Both descriptive and inferential statistics were used to analyze the data. The chapter is organized as follows: response rate, demographic information, descriptive analysis, reliability and validity analysis, correlation analysis and multiple regression and discussion of the study findings.

4.2 Response Rate

Data was obtained from Uasin Gishu County police officers and community members. A total of 259 questionnaires were released, of which 198 were completed and returned, showing an answer rate of 76.45 per cent. The response rate was deemed adequate as Nyamjom (2013) claims that the response rate of 75% is considered to be outstanding and reflective of the population. The successful response rate was due to the self-administration of the questionnaires submitted to the researcher from which the expected respondents were booked for appointment prior to the date of the data collection from which the researcher decided on the actual date for the administration of the data questionnaire. The response rate is represented in Table 4.1.

Table 4.1 Response Rate of Questionnaire

	Count	Percentage
Returned	198	76.45
Non-returned	61	23.55
Total	**259**	**100**

Source: Researcher (2020)

4.3 Demographic Information of the Respondents

Gender, age of respondents, level of education and job experience are included in the demographic details of the respondents, as provided in Table 4.2. The results showed that 82 percent (55.4 percent) of the police officers were male, while 66 percent (44.6 percent) were female. 23(46 percent) of the members of the population were male and 27(54 percent) were female. This indicated that there was gender disparity in the distribution of respondents during the study in Uasin Gishu County.

On the age bracket of police officers, results indicated that 68(45.9%), were aged between 40 and 50 years, with 35 (23.6%) of respondents aged between 29 and 39 years, while 26 (17.6%) were between aged between 51 and 60 years old and 19(12.8%) were aged below 28 years. Among the members of the public 25(50%) of respondents aged between 29 and 39 years and 18 (36%) were aged between 40 and 50 years. This indicated that majority of the respondents were above 29 years and were experienced enough to understand police reforms.

On the highest education level, majority of the police officers 62(41.9%) had secondary education, with 42(28.4%) had diploma education, while 32(21.6%) had degree education as well as 8.1% having Masters qualification. This indicated that majority of the police officers had below diploma as their highest education level and were assumed

to be aware on the implementation of police reforms. Among the members of the public 21 (42%) had diploma education level, with 19 (32%) had degree qualification and 6% had PhD as well as secondary education.

On work experience in national police service, majority of the respondents 67(45.3%) had worked for more than 16 years, with 33(22.3%) had between 11 and 15 years, while 29(19.6%) had between 6 and 10 years and 12.8% having below 5 years of working experience in the national police service. This indicated that majority of the respondents had more than 11 years' experience in the national police service and were aware on the implementation of police reforms.

Table 4.2: Demographic of the Respondents

		Police officers		Member of public	
Variable	**Category**	**Frequency**	**Percent**	**Frequency**	**Percent**
Gender	Male	82	55.4	23	46.0
	Female	66	44.6	27	54.0
	Total	**148**	**100.0**	**50**	**100.0**
Age	18-28 years	19	12.8	5	10.0
	29-39 years	35	23.6	25	50.0
	40-50 years	68	45.9	18	36.0
	51-60 years	26	17.6	2	4.0
	Total	**148**	**100.0**	**50**	**100.0**
Highest level of education	PhD			3	6.0
	Master	12	8.1	4	8.0
	Degree	32	21.6	19	38.0
	Diploma	42	28.4	21	42.0
	Secondary	62	41.9	3	6.0
	Total	**148**	**100.0**	**50**	**100.0**
Work Experience	0-5 years	19	12.8		
	6-10 years	29	19.6		
	11-15 years	33	22.3		
	>16 years	67	45.3		
	Total	**148**	**100.0**		

Source: Researcher (2020)

4.4 Descriptive Analysis for Independent and Dependent Variables

Descriptive analysis is used to describe the basic features of the data under study as they provide summaries about the sample and its measures. The respondents were asked to score on statements explaining the independent, dependent and moderator variables. Descriptive analysis in the present sample involved means and standard deviation. Using skewness and Kurtosis, normality was then tested (Tabachnich & Fidell, 2007). If skewness and kurtosis values fall from - 2.0 and 3.0., the distribution around the variable was assumed to be normally distributed. As seen by the values of skewness and kurtosis for the research variable, the values of skewness and kurtosis for the study variable were within the approval range.

4.4.1 Descriptive Analysis for capacity building

The study findings showed that most of the respondents were not sure on the statements explaining capacity building that; all officers are promoted on the basis of their professional qualifications (3.05) as presented in Table 4.3. introduction of new training syllabus will help to improve skills as per the requirement of police reforms (3.03), capacity building has changed the mind set of police officers towards serving humanity (3.00), able to cope with the new legislation in place (2.81), the introduction of short term courses to officers to be trained has brought many changes in terms of police reforms and police perceives low misconduct within the service (2.84) and through the trainings police, officers are carrying their duties as required by the law (2.64).

Table 4.3 Capacity building

	Mean	Std. Dev	Skewness	Kurtosis
Responsibility issues are often posed by seminars, conferences and publications at police stations.	2.43	1.22	0.66	-0.47
We have learnt we able to cope with the new legislation in place	2.81	1.30	0.21	-1.05
All officers are promoted on the basis of their professional qualifications.	3.05	1.14	0.15	-0.92
The introduction of new training syllabus will help to improve skills as per the requirement of police reforms.	3.03	1.38	0.00	-1.23
The introduction of short-term courses to officers to be trained has brought many changes in terms of police reforms	2.84	1.39	0.21	-1.22
Through capacity building and police reforms there is improved work performance	2.46	1.29	0.65	-0.59
Through the trainings police officers are carrying their duties as required the law.	2.64	1.29	0.10	-1.27
Capacity building has changed to mind set of police officers towards serving humanity	3.00	1.39	0.00	-1.23
Police perceives low misconduct within the service	2.84	1.39	0.19	-1.21
Mean	**2.79**	**0.72**	**-0.13**	**-1.12**

Respondents disagreed that there was frequent understanding of transparency issues through seminars, conferences and publications at the police department after the implementation of police reforms (2.43) and increased job efficiency through capacity building and police restructuring (2.46). The mean was in the 2.43 to 3.05 range and this gave the standard deviations in the 1.14 to 1.39 range.

4.4.2 Descriptive Analysis for Police relationship

Considering the variable of police relationship with the public, most of the respondents

disagreed that police care reform has inspired officers (2.16), partnership between the

police and public in fighting and reporting crime had affected performance (2.44) as

presented in Table 4.4. The house allowance and merging of the police officers to live

with public have not improve the performance of the police (2.34), enhanced accessibility

to police authorities at the station (2.40) and the police administration takes note of public

sentiment (2.38).

Table 4.4 Descriptive Analysis for Police relationship

	Mean	**Std. Dev**	**Skewness**	**Kurtosis**
Police care reform with motivated officers	2.16	1.27	0.81	-0.46
The relationship between the police and the public in the battle against and detection of crime has impacted results.	2.44	1.26	0.74	-0.45
There is a good neighborhood relationship at station level in the field of crime reduction.	2.80	1.34	0.06	-1.29
The restructuring of the police would strengthen ties between the population and the police.	2.92	1.43	0.15	-1.28
The house allowance and the merger of police officers to reside with the public would increase the efficiency of the police.	2.34	1.38	0.66	-0.71
Accessibility for police officers at the station has been improved.	2.40	1.21	0.53	-0.64
The management of police takes into consideration the opinions of public members	2.38	1.34	0.48	-0.98
Mean	**2.49**	**0.82**	**0.37**	**-0.61**

The others were not aware of a good neighborhood alliance on reduction of crime at

station level (2.8) and police reform will strengthen community-policing partnerships

(2.92). The mean was found to be in the range 2.16 to 2.92 for items measuring it. The values of standard deviations for police relationship with the public were in the range 1.21 to 1.43. The implementation of police reforms has not improved the police relationship with the public.

4.4.3 Descriptive Analysis for Oversight mechanism

On whether change have been implemented in the police service (1.82), change in police structure effected has improved performance (2.42), lines of accountability are very straightforward and management workers ask the input of all authorities through decision-making (2.31), as presented in Table 4.5. There is a step done or can be made that strengthens the integrity of police staff when communicating with members of the public (2.26). (2.39).

Table 4.5 Descriptive Analysis for Oversight mechanism

	Mean	Std. Dev	Skewness	Kurtosis
Change has been implemented in the police service	1.82	1.17	1.14	-0.14
The change in police structure effected has improved performance	2.42	1.14	0.67	-0.51
The presence of police oversight authority has affected services offered by police	2.97	1.29	-0.24	-1.28
The merging of Kenya police and administration police has affected performance	3.09	1.47	0.06	-1.43
The lines of responsibility are very clear.	2.31	1.27	0.48	-1.03
There are steps that are or can be taken to improve police discipline Officers treating members of the public	2.26	1.34	0.84	-0.48
Improved availability of police officers at the station	2.79	1.49	0.29	-1.35
Management officials ask the opinion of other officers in the decision-making process	2.31	1.22	0.53	-0.88
The presence of police oversight authority improved services offered by police	2.39	1.37	0.67	-0.82
Mean	**2.49**	**0.91**	**0.60**	**-0.50**

The interviewees were not aware of the police supervisory authorities' presence and the responsiveness of police station officials was improved (2.97). (2.79). The mean values ranged from 1.82 and 2,97 and 1.14 to 1.49, and the associated standard deviations were. On the oversight mechanisms the change has not been implemented in the police service and the change in police structure has not improved performance.

The lines of responsibility were not very clear and management personnel sometimes sought the opinion of other officers in decision making. In attempts to make police officers more professional in the management of members of the public, steps were taken and the intervention of the policing body has not strengthened police services. The respondents were not persuaded that the police supervisory body was present and that the services provided by the police were strengthened.

4.4.4 Descriptive Analysis for Police restructuring

The transition of police structure has enhanced efficiency (2.62), police reform has improved performance (2.56), the degree of delegation of roles and tasks is strong (2.63), the new police department structure is transparent (2.78), as presented in Table 4.6. The structure of police responsibilities is quite clear (2.64). Sufficiency of the funds was earmarked for carrying out police changes at the station level (2.66), the modification of police uniform will enable officers to boost their efficiency (2,51), the modernization of the police will increase the discipline of officers in the control of public officers (2.57). (2.59). The means for the products varied from 2.51 to 3.26 and the resulting norm variations ranged from 1.34 and 1.53.

Table 4.6 Descriptive Analysis for Police restructuring

	Mean	Std. Dev	Skewness	Kurtosis
The change in police structure improved performance	2.62	1.44	0.48	-1.06
The restructuring of police has improved performance	2.56	1.51	0.46	-1.26
The rate of allocation of obligations and duties is strong.	2.63	1.50	0.39	-1.32
The current configuration of the police organization is transparent	2.78	1.49	0.22	-1.33
The police accountability system is quite simple.	2.64	1.31	0.56	-0.92
The money dedicated to the implementation of police improvements at the station level is sufficient.	2.66	1.44	0.28	-1.24
Changes in police uniform can inspire officers to enhance their efficiency.	2.51	1.42	0.59	-1.01
The reform of the police raises the discipline of policemen when treating members of the public	2.57	1.53	0.46	-1.31
The restructuring of police has improved police image	3.26	1.42	-0.05	-1.40
There is improvement in resource allocation due to reforms	2.59	1.34	0.55	-0.94
Mean	**2.68**	**1.25**	**0.71**	**-1.07**

Source: Researcher (2020)

The reform in the framework of the police has not improved results, the police consolidation has improved performance, the rate of responsibility and duties delegations has been successful and the new structure of the police organization has not been clear. The Police Capability framework was very simple, and the money available for police improvement at the station level was sufficient. Modifications in police uniform did not inspire authorities to increase their efficiency and to improve the officials' professionalism while communicating with the public representatives. The restructuring of police has improved police image and there is improvement in resource allocation due

to reforms. This result indicated that the police restructuring has not been realized through implementation of reforms.

4.4.5 Descriptive Analysis for police performance

The respondents disagreed with the 6 claims describing Police efficiency that police performance has contributed to quick responses to recorded crimes (2.01), as presented in Table 4.7. A rise in the number of crimes solved (2.45), a substantial decrease in complaints against police officers (2.38), increased crime prevention (2.39), improved police officer professionalism (2.36) and increased (2.36).

In the summary of the police results, the medium was in the range of 2.012 to 2.39. The norm variations were between 1.15 and 1.35. The comparatively poor standard deviation value suggests a bad police efficiency. The findings found that the police improvements had not promptly tackled the recorded violence, raised the amount of crime resolved, a substantial reduction in police reports, increased criminal deterrence, strengthened discipline between policemen and enough infrastructure to sustain police operations at station level. Therefore, this study concluded that police performance has not been fully realized through implementation of national police reforms.

Table 4.7 Descriptive Analysis for police performance

	Mean	Std. Deviation	Skewness	Kurtosis
Prompt reaction to recorded crime is provided	2.01	1.35	1.00	-0.51
The number of solved problems is increasing Crime Offences	2.45	1.31	0.76	-0.65
Complaints have declined dramatically, against law enforcement officers	2.38	1.18	0.48	-0.81
The avoidance of violence has intensified.	2.39	1.36	0.86	-0.48
Professionalism has strengthened under the changes among the law enforcement officers	2.36	1.15	0.46	-0.87
Adequate infrastructure is available which supports Station-level policing procedures.	2.36	1.17	0.48	-0.86
Mean	**2.32**	**1.12**	**0.82**	**-0.73**

Source: Researcher (2020)

4.5 Reliability Analysis

A research instrument is accurate if clear findings are obtained after being applied to various groups of respondents. The alpha of the Cronbach tests efficiency using a coefficient varying from 0 to 1. Cronbach Alpha was used as an indicator of internal continuity or homogeneity among the objects in the current analysis. To test the reliability of all major variables, the inter-item accuracy indicator of Cronbach's alpha was used.

For police restructuring, the highest alpha of Cronbach was observed at 0.963 and the lowest for capacity building (0.711), as seen in Table 4.8. The research results revealed that the Cronbach Alpha coefficient was 0.958 overall, since all the constructs were accurate when combined, the coefficient was above 0.7. The Cronbach Alpha coefficient

was 0.739 for the police interaction variable, 0.863 for the supervisory mechanism, and 0.949 for the police efficiency variable.

Table 4.8 Reliability Statistics

	Cronbach's Alpha	Number of Items
Capacity building	.711	9
Police relationship	.739	7
Oversight mechanism	.863	9
Police restructuring	.963	10
Police performance	.949	6
Overall	.958	41

 Source: Researcher (2020)

For all the variables under analysis, the high value of Cronbach's alpha suggests that the query items were accurate and stable. This can be due to the fact that from published journals or documents that have been empirically evaluated or conceptualized, all questionnaire elements were either incorporated or adapted.

4.6 Validity of the Research Instrument

Before using the data collection questionnaire, the opinion of the respondent was used to develop the test instrument for the final analysis. In addition, Kaiser-Mayor-Oklin sampling adequacy tests (KMO) and Bartlett's sphericity test were used to test if there was a correlation between the sample variables. As a test of sampling adequacy, Kaiser-Mayor- Oklin was used and a value of $>.5$ and a p-value <0.5 was appropriate. The Bartlett Sphericity Test was used to test the adequacy of the correlation matrix by checking the null statement that the correlation matrix has all the diagonal elements as 1 and the non-diagonal elements as 0.

4.6.1 Rotated factor matrix on measurement items for evaluating Implementation of police reforms

Varimax rotation was used to validate the four constructs that are distinct in implementation of police reforms. In this study, factor analysis was used to validate whether the items in each section loaded into the expected categories. Varimax rotation was used to validate the four constructs that are distinct in implementation of police reforms.

On the capacity building construct the results showed three components with eigen values greater than 1.0 and the total variance explained was 62.344% as shown in Table 4.9. The KMO measure of sampling adequacy is 0.758 indicating sufficient inter-correlation, while the Bartlett's Test of sphericity was significant (p=0.001), Chi-square was 312.629. One statement has learnt and able to cope with the new legislation in place were deleted and remaining statements retained, computed and renamed capacity for further analysis.

Table 4.9 Rotated factor matrix on measurement items for Capacity building

Survey Items	Component		
	1	**2**	**3**
There is frequent sensitization on accountability issues through lectures at police station	.782		
We have learnt we able to cope with the new legislation in place			
All officers are promoted on the basis of their professional qualifications.		.709	
The introduction of new training syllabus will help to improve skills as per the requirement of police reforms.		.891	
The introduction of short-term courses to officers to be trained has brought many changes in police reforms.	.679		
Through capacity building and police reforms there is improved work performance	.696		
Through the trainings police officers are carrying their duties as required the law.	.712		
Capacity building has changed to mind set of police officers towards serving humanity			.812
Police perceives low misconduct within the service			.781
KMO	**0.758**		
Approx. Chi-Square	**312.629**		
Bartlett's Test of Sphericity (P<0.001)	**.000**		
Eigenvalues	**2.498**	**1.742**	**1.370**
% of Variance (62.344)	**27.761**	**19.356**	**15.227**

Police relations claims were exposed to factor analysis and two elements with own values greater than 1 were extracted, which clarified 67.14 per cent of the variation as seen in the study (Table 4.10). Relationships showed that the KMO was 0.660 and the Bartlett Sphericity Measure was important (p<.05) and the Chi-square was 169.463. When rotated using Varimax with Kaiser Normalization, it is discovered that eight objects were mounted onto the two components and that 76.22% of the overall variance was clarified by the renamed technology. One statements management of police takes into consideration the opinions of the public members were deleted and remaining statements retained, computed and renamed relationships for further analysis.

Table 4.10 Rotated factor matrix on measurement items for Police Relationships

	Component	
	1	2
The reform in police welfare have motivated officers	.853	
The partnership between the police and public in fighting and reporting crime has affected performance.	.840	
There is a good neighborhood relationship at station level in the field of crime reduction.		.840
The restructuring of the police would strengthen ties between the population and the police.		.927
With the house allowance and merging of the police officers to live with public is going to improve the performance of the police.	.742	
Accessibility to police officers at station been enhanced.	.648	
The management of police takes into consideration the opinions of the public members		
KMO	**0.660**	
Approx. Chi-Square	**169.463**	
Bartlett's Test of Sphericity (P<0.001) df=21	**.000**	
Eigenvalues	**3.282**	**1.418**
% of Variance (67.143)	**39.410**	**27.733**

On the oversight mechanism construct, the results showed two components with eigen values greater than 1.0 and the total variance explained was 69.54%. The KMO measure of sampling adequacy was .750 indicating sufficient inter-correlation, while the Bartlett's Test of sphericity was significant (p=0.001) Chi-square was 983.596. None of the statement was deleted and all were retained, computed and renamed oversight for further analysis.

Table 4.11 Rotated factor matrix on measurement items for Oversight Mechanism

	Component	
	1	**2**
Change has been implemented in the police service	.800	
The change in police structure effected has improved performance	.781	
The presence of police oversight authority has affected services offered by police		.764
The merging of Kenya police and administration police has affected performance		.940
The lines of responsibility are very clear.	.844	
There are steps that are or can be taken to improve the discipline of police officers when handling the Members of the general public	.791	
Improved availability of police officers at the station		.899
Management officials ask the opinion of other officers in the decision-making process	.750	
The presence of police oversight authority improved services offered by police	.730	
KMO	**0.646**	
Approx. Chi-Square	**983.596**	
Bartlett's Test of Sphericity (P<0.001) df=36	**.000**	
Eigenvalues	**4.436**	**1.822**
% of Variance (69.537)	**42.522**	**27.015**

Police restructuring was subjected to factor analysis and one component with Eigen values greater than 1 were extracted which cumulatively explained 76.047% of variance. The police restructuring had a KMO of 0.927 and significant Bartlett's Test of sphericity (p<.05), Chi-square was 1862.995. None of the statement was deleted and all were retained, computed and renamed restructuring for further analysis.

Table 4.12 Rotated factor matrix on measurement items for Police Restructuring

	Component
	1
The change in police structure improved performance	.884
The restructuring of police has improved performance	.917
The rate of delegations of responsibility and duties is good	.892
The current police organization structure is clear	.854
The structure of police responsibility is very clear.	.920
The money dedicated to the implementation of police improvements at the station level is sufficient.	.863
Change in police uniform will motivate the officers to improve their performance	.913
The reform of the police raises the discipline of policemen when treating members of the public	.918
The restructuring of police has improved police image	.582
There is improvement in resource allocation due to reforms	.923
KMO	**0.927**
Approx. Chi-Square	**1862.995**
Bartlett's Test of Sphericity (P<0.001)	**.000**
Eigenvalues	**7.605**
% of Variance	**76.047**

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 3 iterations.

Source: Researcher (2020)

4.6.2 Factor Analysis on Police Performance

Factor review findings of the police success showed that the KMO was 0.845 and the Bartlett Sphericity Measure was relevant (p<.05) for the Chi square (1061.289) as summarized in the table below (Table 4.13). The Varimax rotated theory aspect resulted in a single factor loading of the police output indicator that clarified 80.59 percent of the difference with the own values greater than 1. Both claims have been maintained, calculated and renamed for further review.

Table 4.13 Rotated factor matrix on police performance

Survey Items	Component
	1
Prompt reaction to recorded crime is provided	.840
There is an improvement in the number of cases solved,	.908
Complaints against police officers have been lowered substantially.	.918
The avoidance of violence has intensified.	.904
Professionalism among police officers has been enhanced by the reforms	.878
Enough equipment is available to support policing activities at the station.	.927
KMO	**.845**
Approx. Chi-Square	**1061.289**
Bartlett's Test of Sphericity (df=15)	
Eigenvalues	**4.819**
% of Variance	**80.310**

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Source: Researcher (2020)

4.7 Correlation Analysis of the Variables

The study sought to discover the strength of the impact on police performance of implementing police reforms. Pearson's moment correlation was used to do this. It was fitting because there was an interval scale for all the variables. The research findings found that capacity building had a substantial effect on police success (r=0.436, p=0.00), as outlined in Table 4.14. This suggests that an improvement in capacity building has increased the efficiency of the police. Police interactions have had a substantial positive effect on police success (r= 0. 793, p = 0.000). An rise in policing relationships with the public has also contributed to an increase in police efficiency.

There was a significant positive influence of oversight mechanism on police performance (r=0.708, p=0.00). Therefore, an increase in oversight mechanism led to rise in police

performance. There was significant influence of police restructuring and police performance (r =0. 704, p=0.000). This implies that as the police restructuring improves the police performance improved. The findings indicated that the capacity building, police relationship, oversight mechanism, police restructuring had a significant influence on police performance.

Table 4.14 Correlation Analysis of the Variables

		Performance	Capacity	Relationships	Oversight	Restructuring
Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
Capacity	Pearson Correlation	.436**	1			
	Sig. (2-tailed)	.002				
Relationships	Pearson Correlation	.793**	.408**	1		
	Sig. (2-tailed)	.000	.003			
Oversight	Pearson Correlation	.708**	.517**	.616**	1	
	Sig. (2-tailed)	.000	.000	.000		
Restructuring	Pearson Correlation	.704**	.522**	.802**	.682**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

**. Correlation is significant at the 0.01 level (2-tailed). N=148

Source: Researcher (2019)

4.8 Multiple Regression Analysis

Multiple regression analysis was used to analyze the relationship between a single dependent variable and a few predictor variables (Kelley & Bolin, 2013). In order to

assess the effect of the introduction of police legislation on police results, the researcher used multiple regression analyses to test hypotheses 1, 2, 3 and 4.

4.8.1 Assumptions of Multiple Regression

Multiple regression is a parametric statistic used since the results obey the following principles (Williams et al., 2013): data must be at interval stage, linear association occurs, distributions normal, outliers found and excluded. The assumptions of multiple regressions found in the study include linearity, homoscedasticity, normality, and collinearity.

4.8.2 Normality Test

The researcher evaluated this assertion using several pieces of information: visual analysis of data plots, skew, kurtosis, and P-Plots. Data cleaning was an important element in testing this theory by finding outliers (Osborne & Waters, 2002). Statistical software has methods built to test this assumption. Normality was further tested by regular residue histograms as summarized in Figure 4.1.
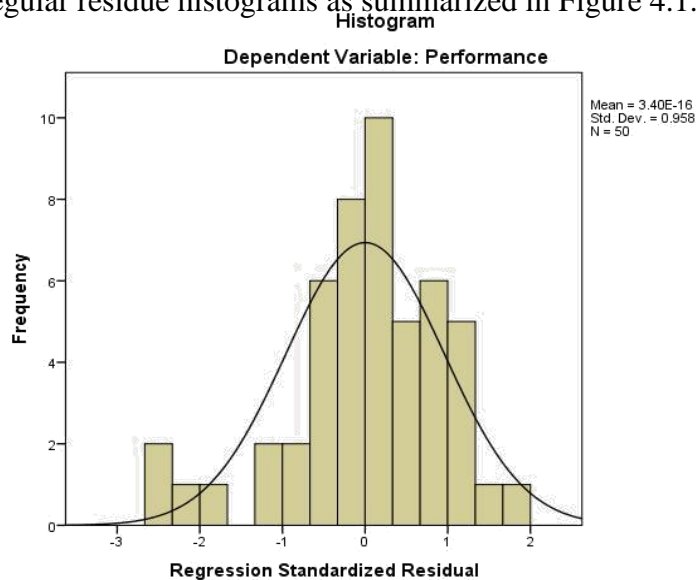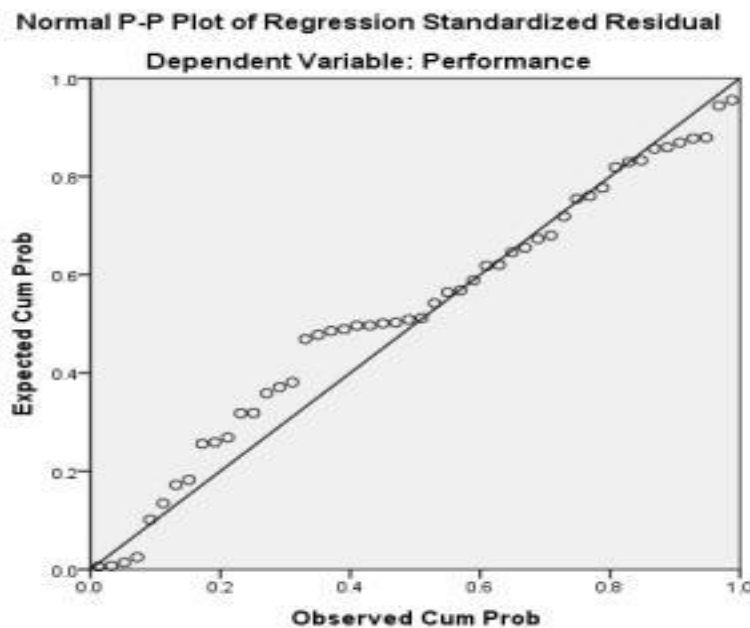

Source: Researcher (2020

Figure 4.1 Normality Test

4.8.3 Linearity Test

When the relationship is linear in nature, multiple regressions will correctly estimate the relationship between dependent and independent variables (Osborne & Waters, 2002). Residual plots displaying the uniform residuals vs. the values predicted were effective in identifying linearity violations. Any systematic pattern or clustering of the residuals suggests violation. Residual plots showing the standardized residuals and the predicted values were used to establish linearity as shown in Figure 4.2.

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Performance

Source: Researcher (2020

Figure 4.2 Linearity Test

4.8.4 Homoscedasticity Test

To test this assumption, mathematical software scatterplots of residuals with independent variables were used (Shianna & Willard, 2006). Where the dispersion is not even, heteroscedasticity has been shown, fan and butterfly shapes are typical violation patterns. In scatter plots, several examples of homoscedasticity and heteroscedasticity were found.

Using the uniform residual scatter map, homoscedasticity was reviewed (Figure 4.3). The results showed whether standardized residuals concentrated in the centre (around 0) and whether their distribution was rectangular.
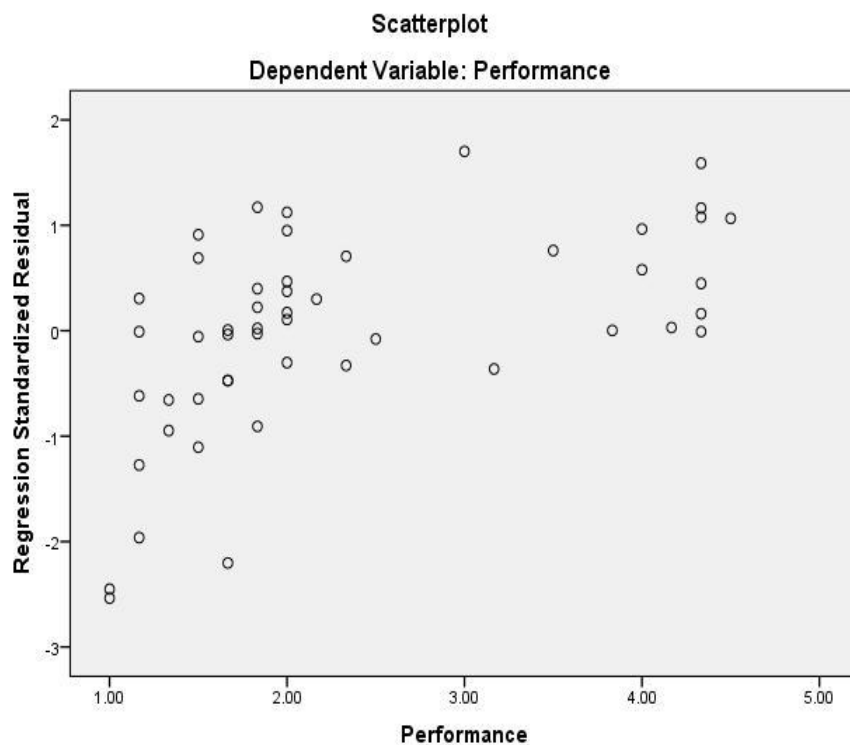
Source: Researcher (2020
Figure 4.3 Homoscedasticity Test

4.8.5 Multicollinearity Test

The more variables overlap (correlate) the less able researchers separated the effects of variables. Tolerance and VIF statistics were used to carry out the diagnosis. The rule of thumb for a large VIF value is ten and tolerance should be greater than 0.2 (Shianna & Willard, 2006) as shown in Table 4.15.

Table 4.15 Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Capacity	0.677	1.478
	Relationships	0.346	2.89
	Oversight	0.485	2.061
	Restructuring	0.281	3.556

a. Dependent Variable: Performance

Source: Researcher (2020)

4.9 Influence of Implementation of police reforms on Police performance

Based on the regression model and table 4.16 below, the determination coefficient (R squared) of.707 indicates that 70.7% of the difference in police results can be clarified by the introduction of police reforms. The modified R square of.681 shows that the introduction of police changes excluding the constant variable explained the variance in police efficiency by 68 per cent of the remaining percentage can be explained by other variables omitted from the formula.

Table 4.16 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	.841a	0.707	0.681	0.63894	0.707	27.177	4	45	0.000

a. Predictors: (Constant), Restructuring, Capacity, Oversight, Relationships

Source: Researcher (2020)

4.9.1 Implementation of Police Reforms ANOVA

The regression model with implementation of police reforms as a predictor was significant (F=27.18, p value =0.000) shows that there is a significant relationship between implementation of police reforms and police performance as shown in Table 4.17. There is a significant relationship between implementation of police reforms and their performance.

Table 4.17 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	44.379	4	11.095	27.177	.000[b]
1	Residual	18.371	45	.408		
	Total	62.749	49			

a. Dependent Variable: Performance
b. Predictors: (Constant), Restructuring, Capacity, Oversight, Relationships
Source: Researcher (2020)

4.9.2 Implementation of police reforms Coefficients

In addition, the β coefficients for the introduction of police reforms as an independent variable have been developed from the model in order to evaluate the hypotheses of the analysis. The β-value for police restructuring had a negative relationship, while capacity building, police relationship with the public, oversight mechanisms had a positive coefficient, depicting positive relationship with police performance as summarized in the model as:

$$Y = -0.743+0.040X_1+0.787X_2+0.411X_3-0.004X_4+\varepsilon \ldots\ldots\ldots\ldots\text{ Equation 4.1}$$

Where:

Y =Performance, X1 = capacity building, X2 =relationship, X3 = oversight, X4= restructuring and ε = error term

4.9.3 Hypotheses Testing

There was no significant relationship between capacity building and police performance ($\beta1$= 0.040 and p value >0.05) as shown in Table 4.18. The null hypothesis (**Ho$_1$**) failed to be rejected. Therefore, capacity building had no significant influence on police performance. This is in line with Downes (2014)'s opinion that the Police Capability Building Programs must be driven by the priorities set out in the policy strategy and that the direction chosen should be based on organizational requirements and consistency.

There was a positive significant influence of police relationship with the public on police performance ($\beta2$=0.787 and p <0.05). The null hypothesis (**Ho$_2$**) was rejected. Police interactions with the public had a positive effect on the success of the police. This agrees with the UN (2015) that the police are in accordance with international expectations, and substantial changes are being made, referred to as police reforms that ensure public interest in the ability of the state to govern.

Table 4.18 Implementation of police reforms Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.743	.413		-1.799	.079
	Capacity	.040	.153	.026	.261	.795
	Relationships	.787	.188	.573	4.181	.000
	Oversight	.411	.138	.345	2.981	.005
	Restructuring	-.004	.145	-.004	-.028	.978

a. Dependent Variable: Performance
Source: Researcher (2020)

There was a positive significant relationship between oversight mechanism and police performance ($\beta 3$ = 0.411 and p =0.005). The null hypothesis (**Ho₃**) was rejected. Oversight mechanism had a significant influence on police performance. This is in line with Siteni's (2015) report, which revealed some priority measures to be taken in order to restructure the police. Monitoring of police activities has changed from general ombudsmen to offices of internal affairs. To integrate residents through protective policy and safety through initiatives ranging from joint citizen-police councils to social work facilities to vulnerable groups such as youth, municipal rule enforcement has been adopted.

There was a negative non-significant effect of police restructuring on police performance ($\beta 4$= -0.004 and p >0.05). The null hypothesis (**Ho₄**) failed to be rejected. Thus, police restructuring does not affect police performance. This agrees with Alpert (2014) that the changes included making the police a more systematic agency where the use of force was controlled and an administrative management structure was placed in place. The attempts

that were made included the modernization of the police department, the revision of the laws and rules, as well as the improvement of the corporate community.

This is in line with the view of Carey (2012) that the decision to embark on a large-scale revision requires internal structural changes that require a marked change in officer composition and performance. This agrees with van der Spuy (2018) that it was not possible to collect political motivated bureaucratic inertia due to the lack of coordination between donors and their problematic relationship with government authorities.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The chapter presented the summary of the study based on specific objectives and conclusions reached based on the findings, recommendations and the suggestions for further research.

5.2 Summary of Findings

The findings on capacity building of police service personnel on performance it showed that capacity building sometimes led to officers being promoted on the basis of their professional qualifications and introduction of new training syllabus will help to improve skills as per the requirement of police reforms. The capacity building had sometimes changed to mind set of police officers towards serving humanity and have learnt and able to cope with the new legislation in place. The introduction of short-term courses to officers to be trained has brought many changes in terms of police reforms, police perceives low misconduct within the service and through the trainings police officers are carrying their duties as required the law. There was frequent sensitization on accountability issues of police through capacity building there is improved work performance.

Pearson's moment correlation showed that there is a significant influence of capacity building on police performance (r=0.436, p =0.00). An increase in capacity building improved the police performance. There was no significant relationship between capacity

building and police performance ($\beta 1 = 0.040$ and p value >0.05). An increase in capacity building does not led to improvement of police performance. The null hypothesis (**Ho$_1$**) fail to be rejected. The capacity building had no significant influence on police performance.

On the effect of police relationship with the public on the performance the implementation of police reforms has not improved the police relationship with the public. The reform in police welfare have not motivated officers and there have been no partnership between the police and public in fighting and reporting crime. The house allowance and merging of the police officers to live with public have not improve the performance of the police. The of police took into consideration the opinions of the public members.

From pearson correlation results there was a significant positive influence of police relationship on police performance ($r = 0.793$, $p = 0.000$). Therefore, an increase in police relationship with the public led to a rise in police performance. There was a positive significant influence of police relationship with the public on police performance ($\beta 2 = 0.787$ and $p < 0.05$). The null hypothesis (**Ho$_2$**) was rejected. The changes in police relationship with the public led to an increase in police performance.

On the oversight mechanisms the change has not been implemented in the police service and the change in police structure has not improved performance. The lines of responsibility were not very clear and management personnel sometimes sought the opinion of other officers in decision making. The presence of police oversight authority

has not improved services offered by police. The respondents were not sure on the presence of police oversight authority have affected services offered by police.

There was a significant positive influence of oversight mechanism on police performance ($r=0.708$, $p=0.00$). An increase in oversight mechanism led to rise in police performance. There was a positive significant relationship between oversight mechanism and police performance ($\beta 3=0.411$ and $p =0.005$). The null hypothesis (**Ho$_3$**) was rejected. An increase in oversight mechanism led to an increase in police performance.

On the police service restructuring on the performance, findings indicated that change in police structure have not improved performance, restructuring of police has improved performance, rate of delegations of responsibility and duties is good and the current police organization structure was not clear. Change in police uniform have not motivate the officers to improve their performance and enhances professionalism of officers when handling the members of the public. The restructuring of police has improved police image and there is improvement in resource allocation due to reforms. This result indicated that the police restructuring has not been realized through implementation of reforms.

There is a significant positive influence of police restructuring and police performance ($r =0. 704$, $p=0.000$). This implies that as the police restructuring improves the police performance improved. There was a negative non-significant effect of police restructuring on police performance ($\beta 4= -0.004$ and $p >0.05$). A decrease in police restructuring led to an increase in police performance. Therefore, the null hypothesis (**Ho$_4$**) fail to be rejected. Thus, police restructuring does not affect police performance.

From the regression model, the coefficient of determination (R squared) of .707 showing that 70.7% of the variation in police performance can be explained by implementation of police reforms. The findings indicated that the capacity building, police relationship, oversight mechanism, police restructuring had a significant influence on police performance.

5.3 Conclusion

The capacity building sometimes led to officers being promoted on the basis of their professional qualifications and introduction of new training syllabus. The capacity building had sometimes changed to mind set of police officers towards serving humanity and have learnt and able to cope with the new legislation in place. The study concludes that an increase in capacity building does not led to improvement of police performance. The capacity building had no significant influence on police performance.

The implementation of police reforms has not improved the police relationship with the public. The reform in police welfare have not motivated officers and there have been no partnership between the police and public in fighting and reporting crime. The study concludes that an increase in police relationship with the public led to a rise in police performance. The changes in police relationship with the public led to an increase in police performance.

On the oversight mechanisms, the study concludes that the change has not been implemented in the police service and the change has not improved performance. The presence of police oversight authority has affected services offered by police at station. The study concludes an increase in oversight mechanism led to rise in police

performance. There was a positive significant relationship between oversight mechanism and police performance. An increase in oversight mechanism led to an increase in police performance.

The study concludes that the change in police structure have not improved performance, restructuring of police has improved performance, rate of delegations of responsibility and duties is good and the current police organization structure was not clear. The restructuring of police has improved police image and there is improvement in resource allocation due to reforms. This result indicated that the police restructuring has not been realized through implementation of reforms. A decrease in police restructuring led to an increase in police performance.

5.4 Implication of the Study

Employee involvement is critical during the strategy formulation process because it helps the employees to voice out their opinions in regard to the strategies and also inspires them towards successful strategy implementation. Development of a good open communication system among the different levels in the organization will provide a warm cordial relationship amongst staff and as such help them to understand and actively play their roles in the strategy implementation process. This will enable the organization to meet its goals and objectives.

5.5 Recommendation of the Study

The study recommended the following:

The police officers need to be retrained on human rights issues, customer relationship and modern policing techniques. The oversight authorities should be empowered and

devolved to the Counties so as to ensure that they are at the grassroots. The oversight institutions should play a more vibrant role and should fully involve the public. These institutions should set up forums where the public get to interact with the institutions officials with the aim of building a rapport and a good working relationship with the public. There may be need for IPOA to open offices across all police divisions so as to ensure that they are reachable and available to the members of public.

The police service should consider setting up mechanisms that will enable these officers exit the service honorably. This will also provide an opportunity for employment of young and vibrant officers who would provide new dimension to police leadership.

The Police officers should endeavor to change the public perception towards them. This can be achieved to demystifying of police operations and ensuring transparency. All the security agencies should ensure that there is proper sharing of information and intelligence. Tough penalties should be taken against those police officers who cooperate with criminals. The "Nyumba Kumi" project initiated by the government should be driven primarily by the citizens at the grassroots, proper structures and mechanisms should be put in place so as to ensure successful implementation. Forums to enlighten the public on its significance should be undertaken across the country.

5.6 Recommendation for Further Studies

The researcher recommends that more studies be undertaken to cover other counties countrywide, in order to make comparisons. This study limited itself to capacity building, police relationship with the public, oversight mechanisms and police restructuring.

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APPENDIX I. QUESTIONNAIRES FOR POLICE OFFICERS

INTRODUCTION LETTER

Dear Respondent,

I am a student of Master student and I am carrying out a study on **"EFFECTS OF IMPLEMENTATION OF STRATEGIC REFORMS ON NATIONAL POLICE SERVICE PERFORMANCE IN UASIN GISHU COUNTY, KENYA"**. Your knowledge, experience and contributions are highly welcomed to respond to this purely academic study. Please rest assured that the information you will give was highly treated with utmost confidentiality and meant only for the purpose of this study. You are kindly requested not to write your name or phone number on this questionnaire. Feel free to answer all the questions.

Thanks in advance.

Daniel Polo

Instructions

Please answer each question by putting a tick (√) on the blank spaces provided.

SECTION A: Background Information

1. Indicate your gender.   Male   ( )   Female (   )

2. Indicate your age bracket. 18 -28 years   ( ) 29-39 years ( )   40-50 Years   ( ) 51-
   60 Years

3. What is your highest level of education?

   Doctorate ( )   Masters ( )   Bachelor Degree( )   Diploma ( )

   Form IV ( )   Others ( )

4. What is your rank in the Kenya Police Service?

Rank	Tick ()
Senior Superintendent	
Superintendent	
Chief inspector	
Inspector	
Senior Sergeant	
Sergeant	
Corporal	
Police Constable	

5. How many years have you served in the Kenya Police?

0-5 years ( )   6-10 years ( )   11-15 years   ( )   16 and above   ( )

Section B. Capacity building

Please use the following **five likert scale** items to respond to each statement by ticking

(√) the answer that represents your own view. **Key: 5=Strongly Agree (SA), 4=Agree**

(A), 3=Undecided (U), 2=Disagree (D), 1=Strongly Disagree (SD).

	1	2	3	4	5
Responsibility issues are often posed by seminars, conferences and publications at police stations.					
We have learnt we able to cope with the new legislation in place					
All officers are promoted on the basis of their professional qualifications.					
The introduction of new training syllabus will help to improve skills as per the requirement of police reforms.					
The introduction of short-term courses to officers to be trained has brought many changes in terms of police reforms					
Through capacity building and police reforms there is improved work performance					

Through the trainings police officers are carrying their duties as required the law.				
Capacity building has changed to mind set of police officers towards serving humanity				
Police perceives low misconduct within the service				

Section C. Police relationship with the public

Please use the following **five likert scale** items to respond to each statement by ticking

(√) the answer that represents your own view. **Key: 5=Strongly Agree (SA), 4=Agree**

(A), 3=Undecided (U), 2=Disagree (D), 1=Strongly Disagree (SD).

	1	2	3	4	5
Police care reform with motivated officers					
The relationship between the police and the public in the battle against and detection of crime has impacted results.					
There is a good neighborhood relationship at station level in the field of crime reduction.					
The restructuring of the police would strengthen ties between the population and the police.					
The house allowance and the merger of police officers to reside with the public would increase the efficiency of the police.					
Accessibility for police officers at the station has been improved.					
The management of police takes into consideration the opinions of public members					

Section D: Oversight mechanism

Please use the following **five likert scale** items to respond to each statement by ticking (√) the answer that represents your own view. **Key: 5=Strongly Agree (SA), 4=Agree (A), 3=Undecided (U), 2=Disagree (D), 1=Strongly Disagree (SD).**

	1	2	3	4	5
Change has been implemented in the police service					
The change in police structure effected has improved performance					
The presence of police oversight authority has affected services offered by police					
The merging of Kenya police and administration police has affected performance					
The lines of responsibility are very clear.					
There are steps that are or can be taken to improve police discipline Officers treating members of the public					
Improved availability of police officers at the station					
Management officials ask the opinion of other officers in the decision-making process					
The presence of police oversight authority improved services offered by police					

SECTION E: Police Restructuring

Please use the following **five likert scale** items to respond to each statement by ticking

(√) the answer that represents your own view. **Key: 5=Strongly Agree (SA), 4=Agree**

(A), 3=Undecided (U), 2=Disagree (D), 1=Strongly Disagree (SD).

	1	2	3	4	5
The change in police structure improved performance					
The restructuring of police has improved performance					
The rate of allocation of obligations and duties is strong.					
The current configuration of the police organization is transparent					
The police accountability system is quite simple.					
The money dedicated to the implementation of police improvements at the station level is sufficient.					
Changes in police uniform can inspire officers to enhance their efficiency.					
The reform of the police raises the discipline of policemen when treating members of the public					
The restructuring of police has improved police image					
There is improvement in resource allocation due to reforms					

Section F. Police performance

Please use the following **five likert scale** items to respond to each statement by ticking (√) the answer that represents your own view. **Key: 5=Strongly Agree (SA), 4=Agree (A), 3=Undecided (U), 2=Disagree (D), 1=Strongly Disagree (SD).**

	1	2	3	4	5
Prompt reaction to recorded crime is provided					
The number of solved problems is increasing Crime Offences					
Complaints have declined dramatically, against law enforcement officers					
The avoidance of violence has intensified.					
Professionalism has strengthened under the changes among the law enforcement officers					
Adequate infrastructure is available which supports station-level policing procedures.					

APPENDIX II: SIMILARITY INDEX/ANTI-PLAGIARISM REPORT

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