

**FACTORS INFLUENCING IMPLEMENTATION OF
REFORMS IN THE NATIONAL POLICE SERVICE: A
CASE OF MACHAKOS SUB COUNTY, MACHAKOS
COUNTY**

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DECLARATION

This research project report is my original work and has never been presented for a degree award in any other university.

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DEDICATION

I dedicate this work to my wife Jackline Kisina for the support she gave as i prepared the entire project.

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LIST OF ABBREVIATIONS AND ACRONYMS

AP	-	Administration Police
CID	-	Criminal Investigation Department
CIPEV	-	Commission of Inquiry into Post-Election Violence
EAC	-	East Africa Commission
EU	-	European Union
GOK	-	Government of Kenya
IGP	-	Inspector General of Police
IPOA	-	Independent Police Oversight Authority
HR	-	Human Resource
HRM	-	Human Resource Management
KP	-	Kenya Police
NPM	-	New Public Management
NPSC	-	National Police Service Commission
PRIC	-	Police Reform Implementation Committee
UK	-	United Kingdom
UN	-	United Nations
US	-	United States

ABSTRACT

The study sought to establish factors that influence the implementation of reforms in the national police service, specifically in Machakos sub county, Machakos County. It sought to determine the way communication structure influence the implementation of those reforms, establish the impact of organization structure on those reforms, determine the way institutional culture influence them and analyze the way human resource support affects implementation of police reforms at the sub-county. The study was significant to the government, National Police Service, police officers, academicians and researchers. A descriptive research design was adopted to conduct the study. The target population consisted of 300 employees from which a sample of 90 respondents was obtained to provide the desired information. Stratified random method was applied whereas data was collected using closed ended questionnaire. The data was analyzed using the SPSS V.22 software and presented using percentages and frequencies. The SPSS program was preferred over others because of its efficiency in analyzing and presenting the data. The data analysis was guided by the correlation models. The study established a positive relationship between communication structure, organization structure, institutional culture and human resource support and implementation of reforms in the national police service. The conclusions of the study are that communication structures have not been more effective thereby effects of these reforms implementation cannot be wholesomely deduced. Secondly, organization structures need to be restructured in accordance with devolved systems and given autonomy on operations and use of resources. Thirdly, institutional culture need to be refined and new values inculcated to officers through efforts such as training on human rights, to enhance good public relation. The findings implies that Communication structure weakly affects the awareness of the intended police reforms. Where $r = 0.246^*$, $p < 0.000$. The findings showed that the influence of organizational structures on the implementation of reforms within police force was weakly correlated. Where $r = 0.168^*$, $p < 0.000$. The p values for the correlation between the organizational structure and implementation of police reforms within Machakos sub-county were both less than the significance level of 0.05 which indicates the correlation coefficient is significant. The finding implies that human resource support towards the implementation of the reforms and it's extend is weakly negatively correlated as indicated by the correlation figure -0.244 under the significant level of 0.05. Where $r = -0.244^*$, $p < 0.000$. The p values for the correlation between the human resource support and its effect in the implementation of the police reforms are both less than the significance level of 0.05 which indicates the correlation coefficient is significant. Despite the little that had been achieved since reforms started, implementation has improved in terms of responsiveness, accountability and professionalism and continued improvement of the officers working conditions.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the global context, police reforms entail transforming security systems in terms of changing actions, responsibilities and roles among all actors in the sector. Police reforms ensure that the police service is operated and managed in efficient manner that encourage democratic processes and application of sound principles in governance; thus, improving the functioning of security organs. This helps in reducing risks of conflict, providing ample security to the members of the public and creating environments that promote sustainable development. Thus, the overall objective of the police sector reform in a country like Kenya is to strengthen the security environment (UN, 2008).

A number of the developed countries have undertaken police reforms to make them effective in their policing mandate. In UK, for instance, the reforms have been at the government's core agenda over the past one decade (Amnesty International, 2011). Accordingly, the UK government has made significant progress towards fulfilling those reforms, which are geared towards strengthening accountability, developing security system that combat anti-social behaviors and crime, creating a police force with high levels of skills and increasing community engagement. These reforms focus on improving policing services (UN, 2008).

Three factors have so far accounted for the success witnessed in the implement of police reforms in the UK. Key among them has been increasing the number of police officers who patrol the major streets in the country. Another one has been accountability in the management of police issues whereas the last one has been effective community policing. In USA, police reforms were necessitated by the high number of terror activities and crimes that were witnessed in different parts of the country among other factors. In line with these challenges, reforms sought to create police structures that enabled the federal government to fight crimes while sustaining and enhancing community policing. This meant making sure that existing structures were strengthened to ensure that existing

forces cooperated effectively and new structures were developed to address the new crime especially at local level (Franklin, 2010).

Currently, the demands and complexities of modern policing mean that police workforce need to be reformed to make it flexible, motivate it and equip it with relevant expertise and skills. However, the demands and complexity of modern policing in UK and elsewhere in the world meant that the police workforce was to be reformed to address new crime areas and rates. The main goal in those reforms was to improve police management. Accordingly, central command systems were replaced with responsible people (Franklin, 2010).

Finally, police reforms in the UK was deemed to ensure that police officers were accountable, rewarded for their efficient service delivery activities and improve performance management frameworks. There is need to have reforms since there has been concerns from lobby groups on how the police service conducts its duties. Different non-government organization most the human rights believe that service delivery can be improved through initiating police reforms and hence good relations can be built between the citizens and the police officers (Hawdon, 2008).

A number of police reforms have been initiated in USA. Most of those reforms started by establishing external commissions that were responsible for designing what needed to be done in the security sector and leaving the implementation burden to police force. Some of those changes were implemented through court decisions (Walker, 2005). For instance, the 1961-1966 court decisions such as Mapp versus Ohio and Miranda versus Arizona were some of the decisions that set national agendas in police reforms. In the 1970s, special commissions were utilized to implement changes among police forces and other law enforcing agencies in the country. With the help of these efforts, external oversight agencies played critical roles in improving accountability within police force.

Most of the agencies in USA focused their attentions on improvements at individual level (Walker, 2005) meaning that they sidelined organizational issues that were likely to result to major issues in the future. However, in 1994 things changed slightly when the Violent Crime Control and Law Enforcement Act was enacted. This act allowed suits preferred against law enforcement agencies in the country that related to abuses to result to major reforms. The US department for justice as a result conducted investigations relating to abuse patterns within police force that led to major reforms within the force. These reforms encouraged police officers to use minimum force when arresting the members of the public and when addressing issues of concern (United States Department of Justice, 2011).

Various countries in Africa have initiated police reforms in their countries. For instance police reforms in Botswana. In a 2005 report on Botswana human rights practices, the US department of state indicated that the local government had respect for human rights, but went ahead to note that the national police force was using excessive force when arresting the members of the public. Besides, they identified national CID and SSG organs as the most abusive ones (Botswana Police Force Corporate Development Strategy, 2003-2009).

As a result of the above, the Botswana Police Force has from the mid-1990s implemented various reforms within its systems. In so doing, it has carried out opinion surveys as a way of collecting opinions from the members of the public. Because of this effort, the national police force has committed to upholding, protecting and respecting human rights (Corporate Development Strategy, 2003–2009). It has also focused much of its attention on community policing. In South Africa, police reforms are viewed from a unique political context probably because of the Apartheid system. This system was somewhat racial because most of the security systems in the country had more white officers than black ones. Because of this disparity the white officers were violent to black citizens (Amnesty International, 2011).

As an illustration of violence against the black people, about 78,000 of them were detained arbitrarily between 1960 and 1990. About 73 percent of these detentions were related in one way or the other to apartheid. Besides, police force was linked to extra-judicial killings, disappearance of the people who advocated for democracy and high levels of torture in the country. Because of these injustices, the state of apartheid in the country was in deep crises as majority of the people sought reforms in the late 1980s. Despite these challenges, the military and police forces were able to suppress mass protests in 1985 and arrest people for trial (Hawdon, 2008).

Biddle (2008) defines police reforms as the policy, legal and constitutional change that are required to infuse professionalism, efficiency and accountability within the police force. Experiences from South Africa and Sierra Leone show that a reformed police service helps to develop sustainable conditions and peace that are meaningful in development and social reconstruction; hence, there is need to reform security governance (Greene, 2009). Police force operates as a state organ within national control and authority. Accordingly, they are the most visible symbol of state. For this reason, a national attitude held against police force is almost similar to that held against the state. In relation to the above, a country with high levels of corruption, physical violence, alcohol abuse and nepotism is expected to have a police force with similar values. This is a major challenge to the police force because states are supposed to promote and protect human rights (Hawdon, 2008). In developing countries the police service confronts a number of the aforementioned challenges. This is because most of those countries grapple with democracy issues and violation of human rights.

The East African Bribery Index Report (2011) identified the national police as a top-ranking corrupt institution in the country. Out of the 115 institutions identified in the list, Kenya had 35 most corrupt institutions. The report indicated that corruption index in the police force rose from 77.7 percent to 81 percent in 2012. This was in spite of the fact that the number of police officers asking or luring for bribes had declined slightly. Overall, the police force was identified as the most corrupt organ in the five EAC

countries (The Star, 22 October, 2011). This was in line with a similar report that had been released by the World Bank Report (2011) that indicated that corruption complaints against police force rose from 45% to 60%.

In Kenya, police reforms were initiated by the national government in 2002 through a task force that comprised of state and non-state actors. These included the Kenya Human Rights Commission, FIDA-Kenya, Kenya Police Force, and the city council of Nairobi among other players. One unfortunate thing about this task force is that its report was never released to the members of the public. Accordingly, the initiative lost momentum because there was no one to push it. At the time the initiative was announced, majority of the people in the country had expressed their hopes in it. Some of them went ahead to report police officers who were soliciting bribes from them (Amnesty International, 2011).

The Waki Commission of 2008 recommended for a wide-ranging reform in the police force. It recommended for a complete audit of the then police management practices in the country. This involved re-looking at the procedures, practices, policies and structures in the police force (GOK, 2012). Besides, there was the need to examine, revise and review tactics and weapons that were used by police officers. The report further recommended for establishment of up to date code of conduct within the police force, development of a National Police Service Commission (NPSC) and reviewing employment issues in the force to ensure that they reflected tribal balance. It further called for establishment of an 'Independent Police Conduct Authority' that would be mandated with investigating police conduct. It also called for creation of a single police entity. The report of the United Nations Special Rapporteur on Extrajudicial killing recommended for the dismissal of the Police Commissioner, investigation of extrajudicial killing in Kenya and the subsequent arrest and prosecution of the police officers involved (GOK, 2017).

In the global context, police reforms entail transforming security systems in terms of changing actions, responsibilities and roles among all actors in the sector. Police reforms ensure that the police service is operated and managed in efficient manner that encourage democratic processes and application of sound principles in governance; thus, improving the functioning of security organs. This helps in reducing risks of conflict, providing ample security to the members of the public and creating environments that promote sustainable development. Thus, the overall objective of the police sector reform in a country like Kenya is to strengthen the security environment (UN, 2008).

A UN committee against torture indicated that in 2008, corruption in the national police force hindered the fight against arbitrary arrests by police officers and violation of human rights. The committee urged the Kenyan government to address these challenges especially arbitrary arrests especially among those living in slums. In spite of these recommendations, the national government does not appear to be doing anything more apart from establishing an oversight committee. No wonder police officers are perceived as the most corrupt people in the country (Transparency International, 2012).

The Government has made a number of efforts to reform policing in Kenya. However, the reforms are largely geared towards administrative and operational aspects meaning that they do not address policy, legal and institutional issues that are critical in the transformation of the force professionally. Without major reforms in the sector, it might not be possible to provide security to the members of the public. Accordingly, any reform effort should be interpreted broadly to include issues related to governance that government face in reforming the sector as a whole. The most unfortunate thing is that the national police and other sectors in the country are largely characterized by many years of impunity gazette notice (GOK, 2017).

Accordingly, even though the current reforms are backed by the constitution, the pace of those reforms is slow. For this reason, very few structures have been established to address the current challenges. The most unfortunate thing is that most of those structures

and reforms are coupled with divergent reforms perspectives between police management and civil society groups. the main reforms covers integration of the police service, acquiring of new weapons and vehicles for the police, digitization of crime information, new police uniform, restructuring police command structure. Currently, the political environment has affected the adoption of the reforms. The parties involved have not agreed on the time of implementing the reforms and how they ought to be done. The government has faced challenges in relation to the implementation of police reforms and this has been a challenge promoting public debate. The command structure that has existed in the police service has been affecting smooth operations of the institution (Ajulu, R.2002).Therefore, this study was critical in investigating the factors influencing implementation of reforms in significant reference to Machakos Sub County.

1.3 Purpose of the study

The study sought to establish factors influencing the implementation of police reforms in the national police service in Kenya.

1.4 Objectives of the study

This study was based on the following objectives;

- i). Determine how communication structures influence the implementation of police reforms in Machakos sub-county.
- ii). Investigate how organizational structures influence the implementation of police reforms in Machakos sub-county.
- iii). Establish how institutional culture influences the implementation of police reforms in Machakos sub-county.
- iv). Analyze how human resource support influences the implementation of police reforms in Machakos sub-county.

1.5 Research Questions

The study was guided by the following research questions;

- i). How does communication structure influence implementation of police reforms in the national police service in Kenya?
- v). How does organizational structure in the country influence the implementation of reforms within the national police force?
- vi). How does institutional culture influence the implementation of reforms within the national police force?
- vii). How does human resource support influence the implementation of reforms within the national police force?

1.6: Significance of the Study

The study may help the national police service to identify some of the challenges experienced in the process of implementing reforms within police force. Accordingly, it might be in a position to apply effective decisions on ensuring that the service delivery within the police force is enhanced. The information obtained may help in developing the work force which is vital resources in support of the implementation of police reforms. The government of Kenya can ensure that they provide the necessary equipment's and infrastructure that can support their operations.

The information can be used to establish the pitfalls on issues relation to effective implementation of the expected reforms. The information obtained from the study may also be helpful to other parties like the police oversight authority, police service, human rights and peace initiative non-governmental institutions. The officers can also gain the necessary information to enhance proper, timely and smooth implementation relating to police reforms implementation.

The scholars and researchers may also use this study to identify areas of research in the future by building on what the study has done. This is in relation to the fact that it provides them with information they might require to develop their areas of study. Accordingly, they might use it a reference material especially in areas related to the implementation of reforms within the national police force.

1.7: Limitations of the study

This study was carried assuming that the sample was representative of the national population within the police force. This kind of sample was proportional and directly related to the study. It was also assumed that the data collection instrument had validity and reliability. It was able to measure or collect the required data and relevant to the study. It was reliable in that it would be stable in the measurements. In relation to the respondents, it was assumed that they would answer questions correctly and truthfully.

The assumption was so even on the sensitive questions would be involved in the thinking that it would unearth hidden truths at the expense of some comfort. Again, the respondents assumed to be literate to ease understanding and answering of the questions. Finally the researcher assumed that the respondents would accord the necessary cooperation.

1.8: Delimitation of the study

These are many factors that influence implementation of police reforms, but this study delimited to four factors: Communication structures, organization structures, institutional cultures and Human resource support. This study looked into the factors influencing implementation of police reforms and constraints faced each of a fore mentioned factors.

1.9: Assumptions of the study

The researcher presumed the following: That the respondents would be willing to participate in the study; that the questionnaires administered to the respondents would be filled and returned for analysis; that the respondent would respond honestly to the questions in the instrument.

1.10 Definition of significant terms

Communication Structure : Pattern of interaction within social system. Within the police force, they represent the way police officers communicate with each other.

Human resource support : This covers the involvement and participation of the police officers and other staff in matters relating to reforms of the service.

Institutional culture : This is defined as the behavior, belief and informal guides that police follow in the workplace.

Organizational structure : This is the hierarchy that organizes the resources and arranges people for work can be performed and goals met.

Police Reforms : This is a form of reorganizing within the police force that is aimed at improving the performance of police officers

Public participation : Refer to involvement of the general public in police reform discourse to understand the views and collect views of the public. This gives the police reforms a civilian outlook.

1.11 Organization of the study

This project was organized in five chapters:

The first one introduced the study by providing background information, study's purpose and objectives, problem statement, contribution of the study to existing literature and study's limitations and delimitations. It also defined important aspects in the study to help reader understand the basis upon which various terms were used in the study.

Chapter two was the review of the literature on communication structure, organizational structure, institutional culture and human resource. It focuses on the link between independent and dependent variables together with the way they relate to each other using a conceptual framework.

Chapter three provides the method that was used to conduct the study. It provides the research design that was utilized throughout the study together with research paradigm that was adopted to select research participants. Also, it provides the sampling method together with the method that was utilized to obtain the relevant sample size from each group of people who were included in the study. The fourth chapter provides the findings whereas the fifth one concludes by the study by summarizing the study and recommending areas for further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers factors influencing implementation of police reforms in the national police service in Kenya; communication structures, Organization structures, Institutional structures and Human resource. It also encompasses theoretical and conceptual frameworks, summary of knowledge gaps and the synopsis of literature review.

2.2 Police reforms in Kenya

The Vision 2030 emphasizes the need for security in national development. It identifies security as one of the pillars to economic growth; hence, lays the foundations for police reforms in the country. The unfortunate thing is that the current structure in the police force was inherited from UK governments, which was the colonial master. This structure has remained in the police force for about fifty year now. In spite of this, national security is paramount in the achievement of national development and transformation of our economy to a middle-income one as Vision 2030 anticipates. Its long history is characterized by high levels of corruption, inefficiency, police brutality, abuse of human rights and disregard for the rule of law among other bad things (Government of Kenya 2007).

The national police force, which was developed in the 19th century, serves as a state organ for dominating, oppressing and curtailing the rights of the members of the public. This can be explained by the fact that as soon as the country attained independence, it inherited a system of governance that had systems and structures that were geared towards dominating the members of the public. As a result, as opposed to the police force focusing on serving the members of the public it focuses on exploiting them on behalf of state government (Muchai, 2002).

Right now, the national government is in the process of implementing various reforms in the police force as the constitution outlines them. These reforms are many and well-elaborate that if they would be implemented in totality, they would transform the police service in the country. This would eliminate the issue of impunity among rogue officers,

violation of human rights and inefficiency (National Task Force on Police Reforms 2009).

The National Police Service Commission (NPSC) was one of the biggest milestones in reforming the police force. This body was tasked with ensuring that the rule of law was enforced within the police service. However, it would be important to note at this point that while some commendable steps have been taken in reforming the police force, many more needs to be done to transform it in totality. Some of the steps that are yet to be implemented include vetting the senior officers, providing security kits to all officers, constructing a forensic laboratory for CID and providing all police officers with comprehensive life insurance cover (Satterthwaithe and Margaret, 2007).

2.3 Communication Structures and implementation of reforms

Very few would dispute the importance of communication in the pursuit for reforms within the police force. Basically, communication strategies help in addressing political barriers among other barriers that hinder the implementation of reforms as anticipated in the constitution. The strategies help relevant bodies to communicate what need to be communicated to relevant stakeholders. For instance, they help in communicating steps taken to reform police force to the members of the public. Similarly, they help those in high ranking position in police force to provide guidance to other in implementation of reforms. Accordingly, skills in communication process may be helpful in reforming the national police force. They can increase support from various groups of stakeholders, influence opinions, change behaviors and attitudes among other things. Communication tools may also be important in the implementation of reforms within the police force. For this reason, it would be important to understand that both communication frameworks and processes are important in national dialogue regarding the implementation of reforms within the police force (Armstrong, 2010).

The political goodwill is always identified by development agencies as an important aspect in the implementation of reforms especially in public sector. It helps power to be shared equitably among different stakeholders. In most cases, political factors hinder the

implementation of global norms. Accordingly, those involved in implementing reforms advocate for the use of political communication strategies and other techniques when addressing political related issues. These strategies are considered to be technocratic solutions, which alone may not be sufficient to bring sustainable changes (Daft, 2008).

There is no doubt that communication can be instrumental in development of influential people who can be critical in securing political goodwill and transforming lives. Some of the practical methods that can be utilized to mobilize people and resources that would be critical in developing influence over people and issues include lobbying, building coalitions, and facilitating networks of like-minded people (Hoskins, 2010). Studies indicate that public participation, deliberation and dialogues can be influential in decision making process. Public participation enables people who take part in developing policies to own up projects. Deliberation, on the other hand, helps in shaping public opinion whereas discussion helps in uniting people especially in making decisions (Wantchekon, 2009). Dialogic communication can therefore be important in government especially when resources are scarce and need to be utilized in the right way. Political deliberations should however influence policies made in government especially those relating to police reforms.

The process of implementing change can sometimes be difficult. In public sector, there is no doubt that public servants disagree on various policy issues. On the contrary, those in private sector may resist change. Communication strategies may be utilized to address these challenges. They help in building support, educating the members of the public the need for reforms and rallying technical experts. Accordingly, the implementation of reforms will largely depend on non-technical issues that relate to politics and people (Blunt, 2008).

Vested interests together with political push and pull may also hamper the implementation of reforms within public sector. Accordingly, communication should be the first step in the implementation of reforms. It enables those initiating reforms to

develop policies and communicate them in the right way so that the other stakeholders can understand and embrace those reforms (Laurie, 2010).

Leaders may communicate reform processes as a way of articulating the rationale behind change. They can engage the relevant stakeholders to help them understand the way they might be affected either positively or negatively by reforms. Once the reforms have been launched, the focus then shifts to what people need to know about those reforms. Accordingly, to sustain the reform process, program managers need to respond to concerns raised by various groups of people. This helps in reducing barriers and maintaining positive attitude among those people (Cole, 2007). Public administrators may be critical in this process because they know what the government is doing. For them to be effective though, they need to consider public's concerns and desires.

Effective communication skills may therefore be important in helping public administrators to engage the members of the public in debates that would be important in identifying issues of concern. The issues raised during those debates may be discussed with policy makers to determine the way they might be included in the reform process. Even though policy makers may not include all of those issues, the members of the public would be satisfied with the view that would be included in the policies. Accordingly, the measures put in place to help public administrators to communicate various issues to the members of the public are important. Some of the communication channels that these people might use to communicate with members of public include social media platforms, and press conferences (Daft, 2008).

The post-crisis phase in communication process should however not be forgotten. Even though crisis may not necessarily be the focus of communication process at this stage, recovery efforts would be important in developing public trust. Furthermore, good communication skills would be important especially when using media. They help in ensuring that messages communicated are accurate, clear and informative to the members of the public (Daft, 2008).

2.4 Organization structures and implementation of reforms.

Wilkinson and Rosenbaum (2009) evaluated the manner in which organizational structures affected the adoption of reforms within community policing and established that creation of specialized units helped in creating split departments. Because of this other members in the affected departments became cynical of units' efforts especially when organizational culture was not supportive of the changes. Middle level managers were found to be instrumental in developing organizational cultures that supported the implementation of reforms (Wilkinson, 2004).

Structural and organizational reform is the most visible aspect of public sector reform. Government reform plans, in general, contain a substantial section devoted to structural reorganization, with attention to establishing and abolishing organizations or parts thereof, centralizing and decentralizing organizations (both administratively and geographically), and merging and splitting organizations. More often than not, structural reforms are accompanied by an explicit desire to downsize, to reduce complexity, or to align structures with new policy priorities or new perspectives on social and administrative issues. When we discuss structural reforms in this chapter, we mainly address reforms to the structure of government the structure of the administrative apparatus as a whole - and only to a lesser extent the reform of structures within public organizations. Government structures have traditionally been some of the most frequently studied topics within public administration research This was especially the case in the early days of the discipline, when the 'science of administration' sought a 'one best way' of organizing and did so by studying organizational structures, the division of work, and coordination within organizations. Classic names such as Fayol, or Gulick and Urwick, with their 'Papers on the Science of Administration' (1937) laid the foundation for this line of work (Savage, 2007).

The strong focus on organizations structures was challenged in different ways. Herbert Simon's 'The proverbs of administration' (1946) challenged the scientific nature of the 'science of administration', by arguing that it was not particularly scientific and that

many of its law-like conclusions concerning organizational structures were in fact inherently contradictory. Dwight Waldo's 'The administrative state' (1948) challenged the science of administration's presumed value-free approach to public administration. These criticisms also marked the beginning of a shift in the discipline of public administration away from a pure focus on structures and institutions to a study of actual behaviors within government organizations (Fry & Raadschelders, 2014). Contingency theorists challenged the idea of a 'one best way of organizing' and also demonstrated the field's further move away from prescriptive approaches to government structures. Finally, scholars shifted from a focus on structures within organizations to a wider focus on structures of organization (structure of government).

New Public Management (NPM) ideas, with their focus on structural disaggregation, placed organizational structures firmly back on the research agenda. More recently, challenges of both downsizing and a desire to achieve better government coordination led to renewed interest in amalgamation and reaggregation. This pendulum swing from disaggregation to reaggregation can be considered the main trend in recent structural administrative reforms (Norman & Gregory, 2003). It reflects an inherent contradiction in public sector reforms intended to establish single-purpose agencies yet, simultaneously, improve horizontal coordination (Pollitt & Bouckaert, 2004).

Police officers normally operate in an environment that is influenced by personal views and control measures put in place to control their codes of conduct. At personal level, police officers deal with complex issues, which sometimes beyond their training (Ransley, 2009). Yet as they operate in such circumstances they are supposed to adhere to the dictates of the law meaning that they should not break the law in the process of enforcing it. In democracies, police officers are not only constrained by the rule of law, but also by bureaucratic rules and standards that they must adhere to (Redford, 2009).

The national police force has hierarchies that control the way police officers operate. These hierarchies are controlled by hierarchical superiors. Nevertheless, the hierarchies

are normally unreliable especially when technology is intensive and task environments are heterogeneous. In addition, they are also unreliable when technologies are not fully developed because under such conditions police officers handle issues in complex and dynamic environments that change from time to time. Because of these challenges police officers should operate in an environment with well-defined protocols. This would eliminate some of the challenges and dilemmas that police officers face as they execute their duties (Whitaker, 2009).

Unfortunately, police officers in the country operate in environments full of tension that manifests itself on daily basis. This complicates the way they implement their duties especially because many aspects in police force are vague. In addition, only a few of the issues they face on daily basis can be handled by their superiors professionally. Accordingly, they are left with challenging issues that they have to resolve on their own. The unfortunate thing is that those in higher positions of power do not quite understand the way police officers handle issues on their own especially in streets. Tension further heightens when those in higher positions of power try to execute changes that affect the way police officers execute their duties. In such situation, it becomes even more problematic because the junior officers tend to resist change. Currently, the rules of the game are changing as those in high positions implement reforms (Goldstein, 2009).

Most of the police officers in the country make decisions on their own normally on the basis of challenges facing them. In spite of this, one would expect them to make those decisions based on occupational values and attitudes. In line with this, Smith and Klein (1984) claimed that variation in police officers' behaviors could be explained by their own beliefs, values and attitudes. However, at that time the relationship between attitude and behaviors in the police force was evaluated in an exploratory manner. This argument was based on organizational change that can be explained as a battle between the mind and hearts of police officers. Because of this complexity many scholars believe that those in high positions or responsible for implementing changes in the police force should start by changing the attitudes of police officers towards changes (Kagari, 2013).

Nonetheless, the choices that police officers make are restrained by bureaucratic forces. Similarly, one would expect that their behaviors would also be affected by those forces especially by their immediate supervisors. These people work closely to police officers. Accordingly, they would be expected to have the greatest opportunities to monitor the way they work and execute their duties. This would be instrumental in the implementation of the current reforms that are expected to transform the way they behave and execute their duties. For this reason, the process of monitoring what police officers do or not do in line with proposed reforms is a task that lies squarely on filed officers/supervisors (Bayley, 2008).

2.5 Institutional Culture and implementation of reforms

By definition, organizational culture defines the way people in a particular organization behave. It consists of shared values and beliefs among those people. These values are normally developed by those in high ranking positions before they are communicated to other people. They thereby shape the way employees behave, approach issues and act when called upon to act. This culture may therefore be said to set everything in an organization. However, because organizations vary from each other, organizational cultures also differ from each other. In spite of this, a strong culture is a strong foundation for every organization. One important thing to note is that leaders in successful organizations operate within organizational cultures and communicate what needs to be implemented within that culture. The culture helps employees to clarify issues and determine the way things should be done (Robbins, 2013).

Organizations have their unique cultures that influence them. These cultures dictate the way employees behave or perceive issues. It also goes ahead to predict the way people working in a given institution are likely to handle issues when confronted with certain challenges. Police officers on their part have an organizational culture that influences their behaviors. This might be an overarching set of values or beliefs that police officers hold towards their jobs, organization or anything else that matter to them. This values or

beliefs may either be written or unwritten. It may also be spoken or unspoken (Ulrich, 2007).

The organizations that are run properly tend to have business strategies and cultures that help employees to attain organizational goals. Most of those cultures are developed to help employees to be creative. In addition, they are aligned to organizational goals. Accordingly, organizations that focus on improving performance develop cultures that are geared towards that goal. That's why the success of an organization does not lie on type of organizational culture, but on how well that culture is aligned towards achieving intended goal. In addition, it depends on the environment under which the culture operates in. In simple terms, it should help employees to feel good as they execute their duties (Crowling, 2009).

In relation to the above, it is necessary for organizational culture to be aligned to organizational strategies to ensure that organizations succeed in implementing their goals. This helps in making sure that employees remained engaged to organizational mission and objectives. As employees look for better workplaces, organizational cultures that discourage employees from being innovative might be on the verge of losing. In this respect, financial institutions that have all along resisted change are now facing challenges recruiting new employees (Hoskins, 2010).

Organizations like human beings have values, overarching attitude and personalities. When organizational personalities are understood together with their cultures, the process of recruiting employees becomes easier. Employees who excel in their lines of duties are those that adjust themselves to organizational cultures. Nonetheless, based on their personalities, they might respond to organizational cultures differently. Extrovert for instance might be receptive to organizations that are open to new developments. Introverts, on their part, might be receptive to organizations that respect employees (Robbins, 2013).

When organizational personalities align with employees' personalities, there tends to be higher satisfaction among employees with their jobs. This might result to greater commitment among them (Northouse, 2014). This might result to improved performance that would obviously be an advantage to organizations. In spite of this, the process of creating business strategies that align to organizational culture is an ongoing process. That's why even the best performing organizations have business strategies that do not align to their cultures. The process of aligning business strategies and culture starts with evaluating tough questions that may not be welcome to everyone in the organization. Accordingly, those in high positions should start by agreeing on the culture they want to instill on employees. Then they should determine whether employees would embrace that culture. Once they determine that the culture would be welcome among employees, then they proceed to developing policies that would be utilized to enforce the culture. For this reason, any misalignment between business strategies and culture should be handled in the right way. In addition, the right leadership process should be developed (Northouse, 2014).

Leaders would define directions that should be followed in implementing changes and adopting the right culture. They may therefore be regarded as vision bearers meaning that they should ensure that employees align to what is expected of them. The advantage is that once an organizational culture has been developed, it binds employees together. Accordingly, when new ones are recruited, they have to adjust their interests and behaviors with existing culture meaning that they cannot change it. The role of HR department in this process is to develop strategies that would help leaders to implement their agendas with ease. Accordingly, the department might determine what they think fits best the interests of employees and establish mechanisms to implement it. with regard to reward, they determine what needs to be done to motivate employees to embrace changes. In addition, they make arrangements of what might be need to attract the relevant talents and manage it. Normally, when organizations develop business strategies that align with organizational cultures, they enable employees to understand the directions organizations intend to take. Accordingly, they align their interests to those

goals and mission. Accordingly, for the police force to implement the ongoing reforms, they have to transform the current organizational culture and develop business strategies that would be effective at implementing the changes. Otherwise, without transforming the minds of employees, it might be impossible to implement the desired changes. In fact, some of the police officers might be opposed to changes because they do not embrace them. For this reason, organizational culture in the police force is instrumental in implementing the desired changes (Robbins, 2013).

2.6 Human resource and implementation of reforms

Sometimes, human resource management is interpreted as a political regulatory function especially in public sector to counterbalance its excessive emphasis on economic aspects. Besides, democratic processes have imposed heavy burdens on power as a result of emphasis on human rights and the push to transform the public sector. To this end, there is no doubt that police reforms are in top gear to transform the national police force to make it professional, accountable and efficient. This will help the police force to respond to the needs of the members of the public. These reforms are based on legislative, policy, administrative and institutional frameworks.

The main goal of the reforms in the police force was to transform the way police officers in the country handle issues especially those relating to the members of the public. This was largely influenced by changes taking place in other parts of the world (Becker & Gerhart, 2006). However, human resources were critical in the implemented of proposed and desired reforms. Studies indicate that majority of organizations in different parts of the world fail to achieve their desired goals due to technical challenges and lack of support from human resources (Cross and Isrealit, 2000). To evaluate the impact of this issue on the implementation of police reforms in Machakos sub-county, it was necessary to consider the impact that support from human resource department played in transforming police force in the country (Becker and Huselid, 2006). It was established that support from human resource department was critical in the implementation of reforms within the police force in the country. However, the impact of this support was

relatively not forthcoming since its correlation with implementation of reforms within the sector was relatively weak (March and Sutton, 1997).

Because individual employees play critical roles in transforming organizations, then human resource systems are vital in ensuring that organizations motivate employees to adjust to changes (Ulrich, 1998). Studies indicate that when employees have formal process that guide them to achieve desired goals, they normally enable organizations to be successful (Little and Nel, 2008). Accordingly, organizations depend largely on human resource mechanisms put in place to help them perform their duties the way they are expected to perform them. This may help employees to boost their levels of commitment to their organizations especially at this time business environments are becoming more competitive.

Most of the improvements witnessed in products and quality are as a result of intense training programs that organizations invest in. Reward system may be an important aspect in enabling employees to improve the way they perform their duties. Accordingly, the growing interests in developing effective reward systems identifies one of the major roles that HRM practices play in enabling organizations to achieve their goals (Becker & Gerhart, 2006). In this respect, the study focused some of its attention on certain HRM practices within the police force that are aimed at enabling employees to adjust to reforms. It was considered that human resource practices were among the important resources within the national police force that was critical in ensuring the successful implementation of the reforms (Baron, and Kreps, 2009).

Strategic human resource management may be defined as a process that links human resource functions to organizational strategic objectives (Bratton and Gold, 2007). Employees are important assets in this process because they create value for organizations especially in the process of developing competitive advantage. Accordingly, majority of the organizations have so far recognized the important role that employees play in enhancing their competitiveness. They thereby reward people

accordingly on the basis of their skills and assign them duties on the basis of those skills (Armstrong and Baron, 2012).

One important thing to note is that business objectives are normally achieved when HR practices are streamlined with organizational needs. In this study, the most pressing organizational need is to transform the national police force to make it professional, accountable and efficient. As a result, the HR practices should be streamlined with this objective if the police force will be able to transform its current systems and structures. One striking thing is that studies indicate that employees' behaviors, skills and attitudes are important in enabling organizations to achieve desired goals (Khatri, 2000). In Singapore, a strong relationship was established between HR practices and the way organizations performed (Khatri, 2000). This was in spite of the fact that those practices were found to be secondary in the process of ensuring that organizations improved their profitability. In Korea, similar results were established when 138 firms were evaluated. It was established that HR practices resulted to improved performance (Bae and Lawler, 2000). Similar results were established by Batt (2002) who concluded that HR practices were important in decision making processes of majority of the organizations that took part in the study.

Similar findings were also obtained by Paul and Anantharaman (2007) who evaluated the causal link between organizational performance and HR practices. The authors established that job design, training and reward systems had significant impact on organizational performance. In India, Singh (2003) established that HR practices were influential on the performance of the many Indian firms. In Thailand, Wattanasupachoke (2009) evaluated the link between organizational performance of 124 firms and HR practices. He established that extra pay was influential on the performance of the firms. This indicates that HR practices are instrumental in improving organizational performance. Accordingly, if bad practices would be implemented in the national police force, then the performance of the police force would be expected to be bad as well. On the contrary, it would be expected that if efficient HR practices would be implemented

within the police force, then the national police service would be expected to perform better than it has performed in the past.

In spite of the above, the process of recruiting and retaining employees is always a challenging one. Normally, the number of police officers to be recruited at any given time is determined, and efforts made to recruit them. However, majority of those tasked with the responsibility of recruitments those people do not conduct the process competently on the basis of desired qualities and abilities (Yahya and Goh, 2006). Training therefore becomes an important aspect in the police force because it helps streamlines recruits to desired organizational objectives (Richard, 2010).

2.7 Theoretical Framework

The Social Exchange theory was the theory that was utilized in the current study.

2.7.1 Social Exchange Theory

This theory looks at issues from sociological and psychological perspectives. It explains changes that occur among people as processes negotiated among interested parties. It posits that human relationships are developed by way of looking at costs and benefits of a thing in comparison to alternatives that might be readily available. The sociological perspective argues that before people enter in relationships with other people, they calculate the worth of that relationship by subtracting costs from possible rewards. Accordingly, there is need for involved parties to take responsibilities of each other.

Stafford (2008) claims that social and economic exchanges are different from each other; social exchanges, on one hand, look at trust, and legal obligations that people acquire from relationships whereas economic exchange, on the other hand, look at financial gains. Accordingly, when parties engage in relationships they evaluate the extent to which they advance their social an economic interests. This means that if they do not advance their interests, then they might not develop relationships among them. The theory developed within family science in the late 20th century. It was considered for the

first time in the early 1960s. It originated from neoclassical economics, behaviorism and utilitarianism (Roloff, 1981).

The sociologists were the first people to apply this theory (Thibaut & Kelley, 2009). They applied it in assessing self-interests among relationships that people developed. Basically, the theory might be viewed as a basis of economic metaphor within social relationships. Its fundamental principle is that people look for ways that can maximize their self-interests when they relate with each other. Accordingly, it presumes the following. Firstly, it presumes that human beings are rational; hence, they engage in relationships by first calculating costs and benefits of their relationships. This means that they operate as rational reactors and actors within social relationships. This assumption indicates that the theory concerns itself with decision making issues because in making those decisions people have to consider various issues of interest.

Secondly, the theory presumes that when people engage in relationships, they seek to maximize their benefits. Accordingly, no one would engage in a relationship that would minimize gains. With regard to employment, people seek employments to meet their basic needs. As a result, they would not remain in their places of work so long as they do not maximize their capacity to gain more from those organizations. Based on this presumption, the theory presumes that people engage in relationships to meet basic needs (Hawdon, 2008). Thirdly, the theory presumes that social processes that produce rewards for participating parties help in developing relationships. Nonetheless, those relationships do not only help people to meet their basic needs, but they also constrain them in some ways. Accordingly, in the process of meeting their desires, people are influenced in one way or the other by other people to develop behaviors that motivate them to achieve their desires. The theory further presumes that almost all people are goal-oriented meaning that they seek to achieve certain goals (Toch, 2008).

In spite of the above, the competitive nature of social systems force social exchange processes to differentiate themselves on the basis of privileges and powers among social

groups. Power in this case lies in the hands of the people who possess more resources meaning that even if relationships would be expected to be shared on equal basis certain groups of people will always be disadvantaged. Accordingly, employees may not be expected to have substantial powers to influence certain decisions within their places of work. Similarly, it is expected that those with privileges in places of work or in other places would benefit more than those without privileges. This means that the people with more resources and in better positions are able to benefit more from social relationships than their counterparts with no resources and privileges. In spite of this, people will always feel comfortable to remain in relationships so long as they believe their contributions in those relationships are rewarded in the right way (Homans, 2007). Hence, social institutions are dynamic structures in need of consistent change. This is the case with the National Police Service, National Police Service Commission, Independent Policing Oversight Authority and County Policing Authorities that are implementing police reforms in Kenya (Lafague, & Musambayi, 2007). In this study the theory was slinked to the institutional culture.

2.8 Conceptual Framework

This framework is a diagrammatic representation of the perceived relationship between study variables as shown in figure 1. The framework shows that there are two variable sets which include independent and dependent variables. Independent variables include communication structures, organization structures, institutional cultures and Human resource, while implementation of police reforms is the dependent variable. The relationship is presumed to be affected by policies developed by the national government, which is regarded as the moderating variable. This variable however was not evaluated in the study; reason being that it did not affect the dependent variable directly.

Independent variables

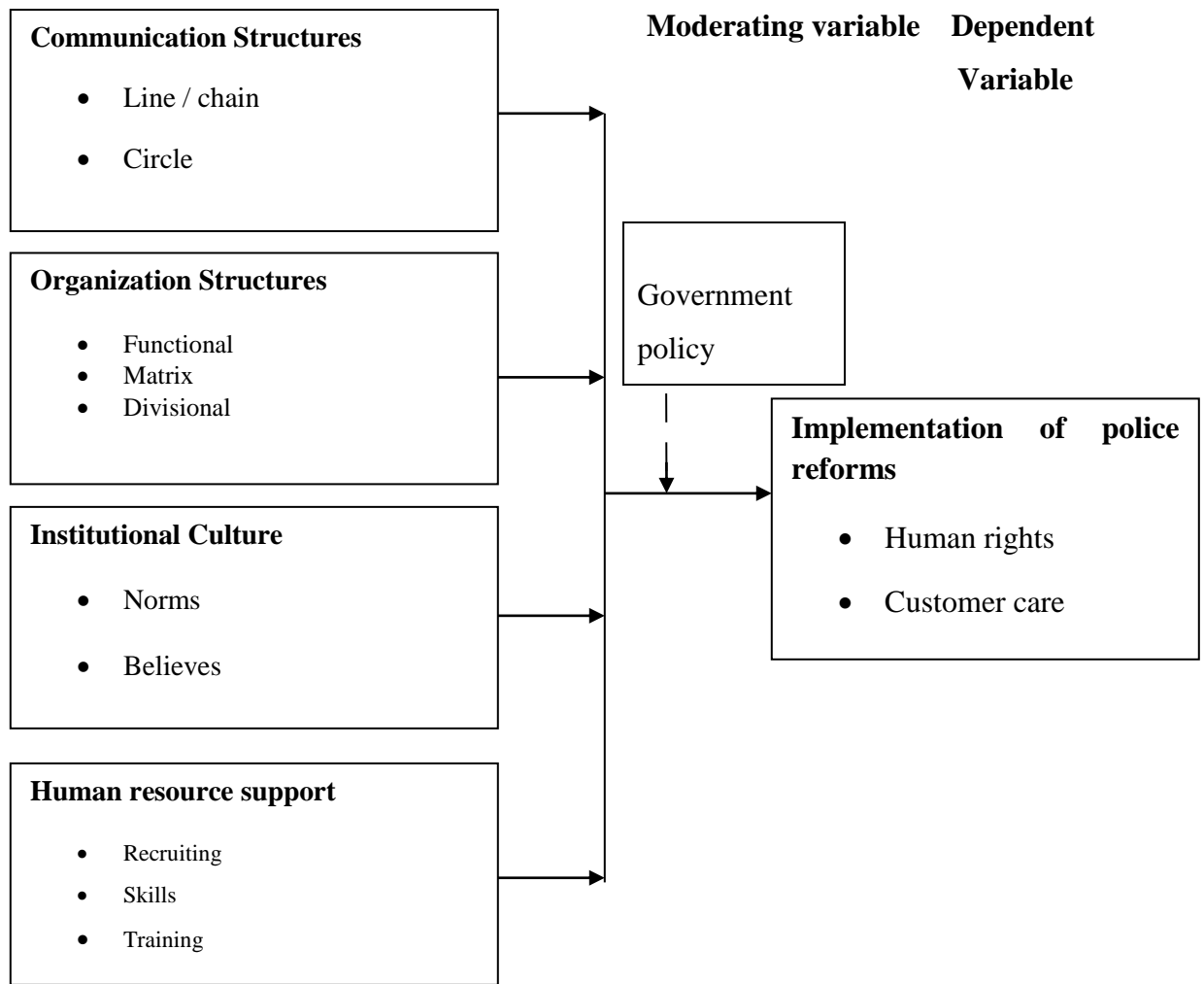


Figure 1: Conceptual Framework on the factors influencing police reforms

2.9: Knowledge Gaps

Studies indicate that project implementation is a major problem to both government and non-governmental organization. According to a study conducted in Kenya, police are normally accused of brutality, corruption, impunity and disregard for human rights (Ndungu 2011). Further, there is no study on the factors influencing implementation of police reforms with regard to Machakos Sub- County. This study tried to assess how communication structures, organization structures, institutional cultures and human resource influence implementation of police reforms in Machakos Sub-County, the gaps, the emerging issues and way forward.

2:10 Summary of Literature Review

Right now, the national government is in the process of implementing major reforms within the national police force. These reforms are intended to transform the national police force to be professional, efficient and accountable. The reform agenda was developed by a task force that was developed after the 2007 police brutality following a disputed election outcome. To help implement the changes, the task force reviewed the police structure that was in operation back then and decided that it was time to change it. It also recommended major reforms to be implemented in other areas of the police force. In order for these reforms to be implemented, there was the need for the system to be shifted. Accordingly, it was necessary for the Department of Human Resources to act as a regulatory and administrative agency. It needed to provide information, resources and support to help other people in other parts of the police force to implement the changes. (Kagari, 2013).

This necessitated for the reshaping of various issues including policies so that an enabling environment could be developed for police officers.

In line with the above, a National Police Service Commission, which was a constitutional requirement, was developed to help implement some of the changes. The commission was mandated with overseeing and managing the functions of the National Police Service. Its mission was thereby to improve efficiency within the police force and ensure that quality services were offered to the members of the public. Besides, the commission was mandated with establishing legal framework for managing the police force. (Baron, and Kreps, 2009).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1: Introduction

This chapter provides an overview of the method utilized to conduct the study. It includes the research design, target populations, sample size and sampling procedure, instruments utilized to collect and analyze the data together with ethical considerations.

3.2: Research design

A descriptive research design was utilized to conduct the study. The design was utilized because the researcher basically collected data and described it without manipulating variables in any way. This was instrumental in evaluating the issue under investigation into greater details. The design thereby helped the researcher to assemble, interpret, summarize and present the data in a clear manner (Mugenda and Mugenda, 2003).

3.3: Target Population

This comprises of all items in a study (Kothari, 2008). The population should be as big as one can be able to manage within the practical constraints available to the person. The target population was 300 police officers from the sub county headquarters and wards within Machakos Sub County which include Kiima Kimwe, Muvuti, Mutituni, Ngelani, Mua, Mumbuni North Ward and Machakos Central wards (Machakos Division Police Station 2019) Table 3.1 presents the target population.

Table 3.1: Target Population

Table 3.1 presents the target population of police officers from Machakos Sub-County headquarters.

Stakeholders	Total Population	Percentage %
Sub County Commanders	2	1
Ward Commanders	6	2
Administration Police	172	57
Kenya Police	120	40
TOTALS	300	100

Source: Machakos Sub County, (2018)

3.4: Sample Size and Sampling Procedure

Sample is a group in research that provides information/data whereas sampling is the selection of respondents that are chosen in a manner that they characterize the total population.

3.4.1: Sample Size

Sampling may be interpreted as the process of selecting subjects from population. Accordingly, any information attained from a sample should be representative of the population (Orodho, 2006). Stratified random sampling was utilised to obtain a sample of 90 police officers. The researcher adopted the 30% proposed by Mugenda and Mugenda (2003). This size was presumed to be appropriate because in line with the authors a size of between 30 and 500 is appropriate for an academic research. The study selected 30% of the population as sample size equivalent to 90 respondents. The Table 3.2 presents the sample frame.

Table 3.2 Sampling Frame

The Table 3.2 presents the sample size of the police officers drawn from the target population.

Stakeholders	Total Population	Sample Size	Percentages%
Sub County Commanders	2	2	100
Ward Commanders	6	6	100
Administration Police officers	172	50	29
Kenya Police officers	120	32	26.7
TOTALS	300	90	30

This sample (30%) was well within the 10% minimum size for descriptive analysis and 60% maximum as proposed by Cohen and Marion (1994) for statistical analysis. The sample was deemed to be representative of the target population; thus, the study's findings were generalized to the entire sub-county. In addition, it was deemed to be economic because of the time and money that was required to analyze it (Mugenda and Mugenda, 2003). This is illustrated in the Table 3.2.

3.4.2: Sampling Procedure

These are the methods used to obtain samples from target populations (Orodho and Kombo, 2002). The target population was put into strata of Sub County Commanders, Ward Commanders, Administration Police officers and Kenya Police officers. Then simple random sampling method was utilized to obtain 50 Administration police officers, 32 Kenya Police officers. On the other hand, purposive sampling was utilized to obtain 2 Sub County Commander and 6 Ward Commander. The sample population was 90.

3.5: Research Instruments

A questionnaire developed from previous studies was utilized to collect the data. This tool was preferred because of its efficiency in administration and data collection. In addition, it was preferred because it was able to collect data from different participants and encourage them to provide accurate information. It thereby gave respondents

freedom to express their views and make suggestion without the fear of being victimized. Accordingly, the anonymity that was utilized throughout the data collection and analysis process allowed respondents to be truthful (Kothari, 2008). Questionnaires are the best data collection instruments especially for survey research because they are carried out in their natural settings and the questions increases the natural validity of the study.

3.6 Validity of the Instrument

Validity defines the accuracy, truthfulness and the meaningfulness of inferences made from data collected using instruments. Content validity allows the test to measure intended domain of the indicators of a concept. Pre-testing thereby helps in evaluating the clarity of items included in an instrument. Accordingly, the items that are found to be unclear during the pre-testing process are discarded or improved to enhance their clarity. To access the content validity of the instrument, the questionnaires were given to three research specialist in the department of extra mural studies of Nairobi University, Their comments were used to improve the quality of the instruments.

3.7 Reliability of the Instrument

This evaluates the degree to which instrument yields consistent results. It answers question relating to the ability of an instrument to produce stable results over time (Creswell, 2003). To evaluate this issue, the researcher standardized the conditions under which the measurement which took place. Besides, training was conducted to equip research assistants with the skills they required to collect data in the right way.

The numerical scores from the pre- test were spited into halves, one for the old items and the other for even items. The two sets of the values were correlated using Person Product Moment Correlation Coefficient to calculate the coefficient of the relationship. According to Berthoud (2000), a research instrument must have a reliability correlation coefficient of 0.7 and above.

3.8: Data Collection Procedures

A permit for data collection was first obtained, and this was preceded with an introduction letter for the researcher. The two documents were presented to the Machakos County offices within the area of study. To facilitate the process of collecting data, three

research assistants were recruited, introduced to the study's purpose and objectives together with the strategies they were to utilize to collect the data. The data collection took 10 days after which the data was processed

3.9: Data Analysis Techniques

According to Mugenda, (2003), these techniques concern themselves about processes that are utilized to package data once it has been collected from field. Accordingly, the techniques are geared towards ensuring that information is presented in the right way. Both quantitative and qualitative methods were utilized to analyze, interpret and present data. The researchers analyzed the quantitative data using SPSS V.22 software and utilized descriptive statistics to present findings. The program was utilized because of its flexibility, efficiency and ability to provide accurate results. The data analysis was guided by the regression and correlation models.

3.10: Ethical Considerations

Throughout the data collection process, the respondents were not supposed to provide their names or anything that could be utilized to identify them. Besides, they were supposed to sign consent forms before data was collected from them. The consent form committed the researcher to handling the data obtained from them with high level of confidentiality and not using it in any other study other than the one it was collected for. In addition, it identified the possible risks that respondents were likely to encounter during the data collection process and the process they were likely to use to withdraw from the study any time they felt like withdrawing from it. The respondents were not expected to benefit directly from the study, but it was expected that the study's results would be instrumental in improving the process of implementing reforms within the police force.

3.11: Operational definition of Variables

Table 3.3: The below tables shows the operational definition of variable.

Objectives	Variables	Indicators	Measurement	Data collection method	Data analysis
To establish the extent to which communication structures influence implementation of reforms in Machakos Sub-County	Independent variable-communication structures	-Line/chain -Circle	Ordinal Norminal	Questionnaires	Descriptive – Frequencies Percentages
To determine how organization structure influence implementation of reforms in Machakos Sub-County	Independent variable-organization structures	-Functional -Matrix - Divisional	Ordinal Norminal	Questionnaires	Descriptive- Frequencies Percentages
To examine how Institutional structure influence implementation of reforms in Machakos Sub-County	Independent variable-Institutional cultures	-Norms -Believes	Ordinal Norminal	Questionnaires	Descriptive- Frequencies Percentages
To investigate how Human resource influence implementation of reforms in Machakos Sub-County	Independent variable-Human resource support	-Recruiting - Skills -Training	Ordinal Norminal	Questionnaires	Descriptive- Frequencies Percentages
Implementation of police reforms	Dependent variable-Implementation of police reforms	-Efficient - Transparent	Ordinal Norminal	Questionnaires	Descriptive- Frequencies Percentages

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the findings in relation to study's objectives. The findings were from 90 respondents who included 8 senior officers (Sub County Commanders and Ward commanders) and 82 junior police officers (Administration and Kenya police officers) at Machakos Police Division. The first section provides the response rate together with respondents' demographic data. Section two covers data on implementation of police reforms and its influence on communication structure, organization structure; Institutional culture and Human resource support and its influence on implementation of police reforms. The descriptive statistics are utilized to present the findings whereas the findings are discussed in relation to output obtained from SPSS program.

4.2 Response Rate

The response rate is shown on Table 4.1.

Table 4.1 Response Rate of the sample

Category	No. of officers	Percentage %
Police officers	78	87

The response rate was at 87%. This was acceptable since it was above 50% (Peil, 1995).

4.3 Demographic Data

The respondents were asked to provide their gender, Level of education, age and designation. It was conducted in Machakos Police Division in Machakos County.

4.3.1 Gender

This provides the composition of respondents on the basis of their gender. The findings are provided in Table 4.2.

Table 4.2 Distribution of respondents by Gender

Categories	Frequency	Percentage%
Male	53	68
Female	25	32
Total	78	100

Table 4.2 shows there was good gender representation approximately in the ratio of 1:3 for female and male which shows that the police service has representative of both gender and is capable of delivering service with gender issue. Implication of this in the reforms means gender should be observed while implementing the police reforms. The study finding shows that more male are being involved police service than female.

4.3.2 Level of education.

The education level of police officers in the study is as provided in Table 4.3

Table 4.3 Respondents' Education level

Categories	Frequency	Percentage%
Certificate	30	38
Diploma	18	23
Bachelor's degree	9	12
Post graduate degree	4	5
Others	17	22
Total	78	100

Table 4.3 shows that 78% were educated to secondary level thus were competent and understood the reforms requirements and were able to be transformed through capacity building.

4.3.3 Age Level

The study sought data on age level of respondents. Table 4.4 shows the age level of police officers

Table 4.4 Respondents' Age levels

Age (years)	No. of Officers	Percentage%
18-27	8	11
28-45	35	48
46 and above	26	36
TOTAL	78	100

Table 4.4 depicts that 36% of the respondents had experience in police service that are above 46 years thus they are able to compare service delivered before reforms and after reforms as determined by the length of service. The implication of this means that the age 18-27 years should be valued when it comes to implementation of police reforms.

4.3.4 Designation Level

The study sought data on designation level of respondents. Table 4.5 shows the designation level the officers.

Table 4.5 Designation level of respondents

Categories	Frequency	Percentage%
Sub-county commander	2	3
Ward commander	6	8
Administration police officers	40	51
Kenya Police officers	30	38
Total	78	100

Table 4.5 indicates that 3% of the respondents were Sub-county commanders while 8% of the respondents were ward commanders. 51% of the respondents were administration and 38% were Kenya police.

4.4: Finding of the factors influencing implementation of police reforms

The study investigated the influence of various aspects on the implementation of police reforms within the police force with a special attention to Machakos County. The guided objectives were communication structure, organization structure, institutional structure and human resource support.

4.4.1: Communication structure and its influence on implementation of reforms

Table 4.6 shows respondent's opinion questions asked about the type of communication structure they prefer in their designation and its influence on implementation of reforms.

Table 4.6 Descriptive Statistics on Police type of communication structure

	Frequency	Percent	Cumulative Percent
Valid Line	55	70.5	70.5
Circle	23	29.5	100.0
Total	78	100.0	

Table 4.6 depicts that 55% of the respondents preferred line/chain communication structure they are using in their stations while 23% of them preferred the circle type of communication structure. The finding indicates that line communication is the best and is preferred in the implementation of the police reforms.

Table 4.7 shows respondent's opinion questions asked about if they are aware of police reforms.

Table 4.7 Descriptive Statistics on Police awareness on reforms

	Frequency	Percent	Cumulative Percent
Valid Yes	63	80.8	80.8
No	15	19.2	100.0
Total	78	100.0	

Table 4.7 depicts that 63% of the respondents are aware of police reforms while 15% of them were not aware of the police reforms. This implicates that the communication structure was effective but should be improved in terms of awareness of police reforms.

Table 4.8 shows respondent's opinion questions asked about if communication structure affect the implementation of the police reforms.

Table 4.8 Descriptive Statistics of Communication structure and its effect on implementation of police reforms.

	Frequency	Percent	Cumulative Percent
Valid Yes	68	87.2	87.2
No	10	12.8	100.0
Total	78	100.0	

Table 4.8 depicts that 68% of the respondents agree that communication structure affects the implementation of police reforms, while 10% of them disagreed that communication structure had any effect on the implementation of police reforms.

Table 4.9 shows respondent's opinion questions asked about police challenges on communication structure in the implementation of the police reforms.

Table 4.9 Descriptive Statistics on Police challenges on implementation of reforms

	Frequency	Percent	Cumulative Percent
Valid Mobile Phones	19	24.0	24.0
Internal Memos	59	76.0	100.0
Total	78	100.0	

Table 4.9 depicts that 59% of the respondents agreed that use of Internal Memos affected the implementation of police reforms, while 19% of them disagreed that it affected it in any way. So this use of internal memos as mode of communication in the implementation of police reforms finding shows it should be changed for effective implementation of police reforms.

Table 4.10 Shows respondent’s opinion questions asked about if communication structure was effective in the implementation of the police reforms.

Table 4.10 Descriptive Statistics on effectiveness of implementation of police reforms

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	F	%	F	%	F	%	F	%	F	%
	Effectiveness of Communication Structure	28	35	15	19	13	17	13	17	9

Table 4.10 depicts that 54% of the respondents agreed that communication structure was effective in the implementation of police reforms, while 29% of them disagreed that communication structure was ineffective in the implementation of police reforms.

4.4.2 Organization structure and its influence on implementation of police reforms

Table 4.11 Shows respondent's opinion questions asked if organization structure affects the implementation of the police reforms.

Table 4.11 Descriptive Statistics on effectiveness of organization structure in the implementation of police reforms

	Frequency	Percent	Cumulative Percent
Valid Yes	48	62.0	62.0
No	30	38.0	100.0
Total	78	100.0	

Table 4.11 depicts that 62% of the respondents agreed that organizational structure was effective in the implementation of police reforms, while 38% of them disagreed that organization structure was ineffective in the implementation of police reforms.

Table 4.12 Shows respondent's opinion questions asked what type of organization structure is in the police line.

Table 4.12 Descriptive Statistics on type of organization structure in the implementation of police reforms

	Frequency	Percent	Cumulative Percent
Valid Functional	47	60.3	60.3
Matrix	31	39.7	100.0
Total	78	100.0	

Table 4.12 depicts that 47% of the respondents agreed that functional organization structure is used in the implementation of police reforms, while 31% of them disagreed that Matrix organization structure was used in the implementation of police reforms.

Table 4.13 Shows respondent's opinion questions asked about the level that they agree organization structure affect the implementation of police reforms.

Table 4.13 Descriptive Statistics on effectiveness of implementation of police reforms

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	F	%	F	%	F	%	F	%	F	%
	Organization Structure affect Implementation Of police reforms	30	38	13	17	12	15	17	22	6

Table 4.13 depicts that 55% of the respondents agreed that organization structure was effective in the implementation of police reforms, while 30% of them disagreed that organization structure was ineffective in the implementation of those reforms.

4.4.3 Institutional Culture and its influence on implementation of police reforms

Table 4.14 Shows respondent's opinion questions asked if institutional culture affects the implementation of the police reforms.

Table 4.14 Descriptive Statistics on effectiveness of Institutional Culture in the implementation of police reforms

		Frequency	Percent	Cumulative Percent
Valid	Yes	62	79.0	79.0
	No	16	21.0	100.0
Total		78	100.0	

Table 4.14 depicts that 79% of the respondents agreed that institutional culture is effective in the implementation of police reforms, while 21% of them disagreed that institutional culture was ineffective in the implementation of police reforms.

Table 4.15 Shows respondent's opinion questions asked what the key values of police institution are.

Table 4.15 Descriptive Statistics on key values police Institution.

	Frequency	Percent	Cumulative Percent
Respect	50.0	64.0	64.0
Professionalism	28.0	36.0	100.0
Total	78.0	100.0	100.0

Table 4.15 depicts that 50% of the respondents agreed that respect is one of the key values in the police institution for effective implementation of police reforms, while 28% of them rated professionalism as key value in the implementation of police reforms.

Table 4.16 Shows respondents' ratings on questions asked on effects of institutional culture on implementation of police reforms.

Table 4.16 Descriptive Statistics on effects of Institutional Culture in the implementation of police reforms

	Very Great		Great		Moderate		Little		Not at	
	Extent		Extent		Extent		Extent		All	
	F	%	F	%	F	%	F	%	F	%
Conflict	-	-	27	34.6	51	65.4	-	-	-	-
Work environment	9	4.5	-	-	36	46.2	33	42.3	-	-
Beliefs about Institution	7	9	46	59.0	25	32.1	-	-	-	-
Values of the organization	8	10.3	54	69.2	-	-	16	20.5	-	-
Language	8	10.3	39	50	23	29.5	8	10.3	-	-

Table 4.16 depicts that 65.4% of the respondents moderately agreed that there is conflict in police service in the implementation of police reforms, while 34.6% of them showed that there is great extent that conflict in the police service was observed in the implementation of police reforms. In terms of work environment 4.5% of the respondent revealed that work environment was very great extent. It also revealed that beliefs about the institution was of great extend as indicated in the finding of 59%. The study also revealed that the police keenly practice the organization values as indicates 69.2% of them agreed in the finding. 58% of them revealed that the police use the language which is understandable while in service.

4.4.4 HR support and influence on implementation of police reforms

Table 4.17 Shows respondent’s opinion questions asked if human resource affects the implementation of the police reforms.

Table 4.17 Descriptive Statistics on effects of human resource support in the implementation of police reforms

	Frequency	Percent	Cumulative Percent
Valid Yes	50	64.10	64.10
No	28	35.9	100.0
Total	78	100.0	

Table 4.17 depicts that 64.10% of the respondents agreed that human resource support is effective in the implementation of police reforms, while 35.9% of them disagreed that human resource support was ineffective in the implementation of police reforms.

Table 4.18 Shows respondent’s level of agreement on human resource support on how it affects the implementation of police reforms

Table 4.18 Descriptive Statistics on level of agreement of human resource support in the implementation of police reforms

	Strongly Agree		Agree		Moderately Agree		Disagree		Strongly Disagree	
	F	%	F	%	F	%	F	%	F	%
	Does human resource Support affect Implementation Of police reforms	30	38	13	17	12	15	17	22	6

Table 4.18 depicts that 55% of the respondents agreed that human resource support affects the implementation of police reforms, while 30% of them disagreed that human resource support does not affect the implementation of police reforms.

Table 4.19 Shows respondents' ratings on questions asked on effects of human resource support on implementation of police reforms.

Table 4.19 Descriptive Statistics on effects of human resource in the implementation of police reforms

	Very Great Extent		Great Extent		Moderate Extent		Little Extent		Not at All	
	F	%	F	%	F	%	F	%	F	%
	Skilled human resource Team	-	-	27	34.6	51	65.4	-	-	-
Was human resource support Adopted adequately	9	4.5	-	-	36	46.2	33	42.3	-	-
Was human resource team Experienced	7	9	46	59.0	25	32.1	-	-	-	-

Table 4.19 depicts that 65.4% of the respondents agreed that human resource team moderately were skilled in implementation of police reform; while 46.2% of them revealed that human resource support was adopted adequately in the implementation of police reforms. Also, it revealed that 68% of them agreed that human resource team were experienced in the implementation of police reforms.

4.4.5 Implementation of police reforms

Table 4.20 Shows respondent's opinion on rating of the implementation of the police reforms. Table 4.20: Descriptive Statistics on efficiency in the implementation of police reforms

		Frequency	Percent	Cumulative Percent
Valid	Strongly disagree	7	9.0	9.0
	Disagree	36	46.2	55.1
	Neutral	35	44.9	100.0
	Total	78	100.0	

Table 4.20 depicts that 55.2% of the respondents disagreed that implementation of police reforms was efficient; while 44.9% of them were not sure if the implementation of police reforms was not efficient.

Table 4.21 Shows respondent's opinion on transparency in the implementation of the police reforms.

Table 4.21 Descriptive Statistics on transparency in the implementation of police reforms

	Frequency	Percent	Cumulative Percent
Valid Disagree	9	11.5	11.5
Neutral	29	37.2	48.7
Agree	40	51.3	100.0
Total	78	100.0	

Table 4.20 depicts that 51.3% of the respondents agreed that implementation of police reforms was transparent; while 11.5% of them disagreed that implementation of police reforms was not transparent.

4.5 Correlation Analysis

Correlation analysis quantifies the link between various variables. It seeks to establish the degree of interdependence among independent variables as well as show the way they are linked to dependent variables separately.

4.5.1 Correlation Analysis on communication structure and awareness of the reforms

The correlation was conducted to test whether there existed association between communication and awareness of the police reforms. The correlation results for communication and awareness of the police reforms are presented in the Table 4.22

Table 4.22: Correlation Results for communication structure and awareness of the reforms

		Communication Structure	Are you aware of the intended police reforms
Communication Structure	Pearson Correlation	1	.246*
	Sig. (2-tailed)		.030
	N	78	78
Are you aware of the intended police reforms	Pearson Correlation	.246*	1
	Sig. (2-tailed)	.030	
	N	78	78

*. Significant results at 0.05 level (2-tailed).

The findings implies that Communication structure weakly affects the awareness of the intended police reforms. Where $r = 0.246^*$, $p < 0.000$. The p values for the correlation between the communication awareness of the police reforms are both less than the significance level of 0.05 which indicates the correlation coefficient is significant.

4.5.2 Correlation Analysis on organization structure and level of agreement in the implementation of the police reforms

The correlation was conducted to test whether there existed association between organization structure and level of agreement in the implementation of the police reforms. The correlation results for the effects of type of the organizational structure on implementation of police reforms are presented in the Table 4.23

Table 4.23: Correlation Results for the effects of type of the organizational structure on the implementation of the reforms

		Organization structure	Implementation of the police reforms
Organization structure	Pearson Correlation	1	.168
	Sig. (2-tailed)		.142
	N	78	78
Implementation of the police reforms	Pearson Correlation	.168	1
	Sig. (2-tailed)	.142	
	N	78	78

The findings showed that the influence of organizational structures on the implementation of reforms within police force was weakly correlated. Where $r = 0.168^*$, $p < 0.000$. The p values for the correlation between the organizational structure and implementation of police reforms within Machakos sub-county were both less than the significance level of 0.05 which indicates the correlation coefficient is significant.

4.5.3 Correlation Analysis on human resource support and its effect in the implementation of the police reforms

The correlation was conducted to test whether there existed association between human resource support and its effect in the implementation of the police reforms. The correlation results for the type of the human resource support and its effect in the implementation of the police reforms are presented in the Table 4.24

Table 4.24: Correlation Results for human resource support and its effect in the implementation of the police reforms

		Human resource support	Implementation of the police reforms
Human resource support	Pearson Correlation	1	-.244*
	Sig. (2-tailed)		.032
	N	78	78
Implementation of the police reforms	Pearson Correlation	-.244*	1
	Sig. (2-tailed)	.032	
	N	78	78

*. Significant results at 0.05 level (2-tailed).

The finding implies that human resource support towards the implementation of the reforms and its extend is weakly negatively correlated as indicated by the correlation figure -0.244 under the significant level of 0.05. Where $r = -0.244^*$, $p < 0.000$. The p values for the correlation between the human resource support and its effect in the implementation of the police reforms are both less than the significance level of 0.05 which indicates the correlation coefficient is significant

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter concludes the study by summarizing the findings, discussing them and recommending the way forward for further studies.

5.2 Summary of Findings

The objectives of the study were to establish the factors influencing implementation of reforms in the national police service in Machakos Police Division, Machakos County, assess how communication structure, organization structure, institutional culture and human resource support influence implementation of reforms in Machakos Police Division.

5.2.1 Communication structure and performance of police reforms

The finding indicates that 68% of the respondents agree that communication structure affects the implementation of police reforms, while 10% of them disagree that it affects implementation of police reforms. They also indicated that 54% of them agreed that communication structure was effective in the implementation of police reforms, while 29% of them disagreed that communication structure was effective in the implementation of police reforms.

5.2.2 Organizational structure and performance of police reforms

The finding indicates that 55% of the respondents agreed that organization structure was effective in the implementation of police reforms, while 30% of them disagreed that organization structure was ineffective in the implementation of police reforms. It also indicated that 47% of them agreed that functional organization structure is used in the implementation of police reforms, while 31% of them disagreed that Matrix organization structure was used in the implementation of police reforms.

5.2.3 Institutional culture and performance of police reforms

The finding indicates that 79% of the respondents agreed that institutional culture is effective in the implementation of police reforms, while 21% of them disagreed that institutional culture was ineffective in the implementation of police reforms. 65.4% of them moderately agreed that there is conflict in police service in the implementation of police reforms, while 34.6% of them showed that there is great extent that conflict in the police service was observed in the implementation of police reforms. In terms of work environment 4.5% of them revealed that work environment was influential to a very great extent. The study also revealed that beliefs about the institution was of great extend as indicated in the finding of 59%. The study also revealed that the police keenly practice the organization values as indicates 69.2% of them agreed in the finding. 58% of them revealed that the police use the language which is understandable while in service.

5.2.4 Human resource support culture and performance of police reforms

The findings indicates that 79% of the respondents agreed that institutional culture is effective in the implementation of police reforms, while 21% of them disagreed that institutional culture was ineffective in the implementation of police reforms. It also revealed that 55% of them agreed that human resource support affects the implementation of police reforms, while 30% of them disagreed that human resource support does not affect the implementation of police reforms. The study also revealed that 65.4% of them agreed that human resource team moderately were skilled in implementation of police reform; while 46.2% of them revealed that human resource support was adopted adequately in the implementation of police reforms. Also the study revealed that 68% of them agreed that human resource team were experienced in the implementation of police reforms.

5.3 Discussions of the Findings

The following section discusses the study findings in reference to the studied literature and study's objectives.

5.3.1 Influence of communication structure on implementation of police reforms

There is no doubt that communication can be instrumental in development of influential people who can be critical in securing political goodwill and transforming lives. Some of the practical methods that can be utilized to mobilize people and resources that would be critical in developing influence over people and issues include lobbying, building coalitions, and facilitating networks of like-minded people (Hoskins, 2010). Studies indicate that public participation, deliberation and dialogues can be influential in decision making process. Public participation enables people who take part in developing policies to own up projects. Deliberation, on the other hand, helps in shaping public opinion whereas discussion helps in uniting people especially in making decisions (Wantchekon, 2009). Dialogic communication can therefore be important in government especially when resources are scarce and need to be utilized in the right way. Political deliberations should however influence policies made in government especially those relating to police reforms.

5.3.2 Influence of organization structure on implementation of police reforms

Police officers normally operate in an environment that is influenced by personal views and control measures put in place to control their codes of conduct. At personal level, police officers deal with complex issues, which sometimes beyond their training (Ransley, 2009). Yet as they operate in such circumstances they are supposed to adhere to the dictates of the law meaning that they should not break the law in the process of enforcing it. In democracies, police officers are not only constrained by the rule of law, but also by bureaucratic rules and standards that they must adhere to (Redford, 2009).

5.3.3 Influence of institutional culture on implementation of police reforms

Organizations have their unique cultures that influence them. These cultures dictate the way employees behave or perceive issues. It also goes ahead to predict the way people

working in a given institution are likely to handle issues when confronted with certain challenges. Police officers on their part have an organizational culture that influences their behaviors. This might be an overarching set of values or beliefs that police officers hold towards their jobs, organization or anything else that matter to them. This values or beliefs may either be written or unwritten. It may also be spoken or unspoken (Ulrich, 2007).

5.3.4 Influence of human resource support on implementation of police reforms

The main goal of the reforms in the police force was to transform the way police officers in the country handle issues especially those relating to the members of the public. This was largely influenced by changes taking place in other parts of the world (Becker & Gerhart, 2006). However, human resources were critical in the implemented of proposed and desired reforms. Studies indicate that majority of organizations in different parts of the world fail to achieve their desired goals due to technical challenges and lack of support from human resources (Cross and Isrealit, 2000). To evaluate the impact of this issue on the implementation of police reforms in Machakos sub-county, it was necessary to consider the impact that support from human resource department played in transforming police force in the country (Becker and Huselid, 2006). It was established that support from human resource department was critical in the implementation of reforms within the police force in the country. However, the impact of this support was relatively not forthcoming since its correlation with implementation of reforms within the sector was relatively weak (March and Sutton, 1997).

5.3.4 Implementation of police reforms

The findings indicated that there was improvement on implementation of police reforms in terms of responsiveness, professionalism and accessibility and views on ways to implement the reforms indicated that improving the working conditions, building capacity of officers and conflict were the key factors. Police capacity-building programmes must be driven by the objectives defined under the reforms agenda and the approach taken should be in reference to organization priorities and sustainability (Downes, 2004).

5.4 Conclusions

The conclusions of the study are that communication structures have not been more effective thereby effects of these reforms implementation cannot be wholesomely deduced. Secondly, organization structures need to be restructured in accordance with devolved systems and given autonomy on operations and use of resources. Thirdly, institutional culture need to be refined and new values inculcated to officers through efforts such as training on human rights, to enhance good public relation. Despite the little that had been achieved since reforms started, implementation has improved in terms of responsiveness, accountability and professionalism and continued improvement of the officers working conditions.

5.5 Recommendations of the study

Based on what the study has established, the researcher recommends the following. The Police Reforms Committee at police headquarter should establish units at police station to help in implementing police reforms, the national police service should be restructured to decentralize powers to the relevant officers who are responsible for implementing changes at local levels and Police stations in the sub-county with the help of police training college should help police officers to improve their capacities to deal with human rights related issues, public relations, legislation and implementation of new technologies within the police forces

5.6 Suggestion for Further Study

The researcher suggests that; Further studies should be conducted to establish the effects of police reforms in other counties in the country and Training Need analysis should be conducted to evaluate whether it would be necessary for police officers to be trained how to implement some of the reforms that relate to them directly.

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APPENDICES

Appendix I: Transmittal Letter

Dear Respondent,

RE: REQUEST FOR DATA COLLECTION

I am conducting research for the purposes of contributing to best practices in this particular area of study. The topic under investigation will be on the factors affecting the implementation of police reforms in the National Police Service in Kenya: a case study of Machakos sub county, Machakos County. The intended study is part of requirement for the award of Master Degree from University of Nairobi.

I will appreciate if you as one of the respondents would help me achieve this goal in my studies by answering the attached questionnaire. As an assurance, any information you give will be used only for the purpose of this research and confidentiality of such information will be strictly observed. I wish to thank you for being willing to complete this research. The results of the study will be shared with you at request. Should you have any queries or concerns regarding the completion of this research, please do not hesitate to contact me.

Kind Regards,

.....

Justus Kyundu

Appendix II: Research Questionnaire

The aim of the questionnaire is for academic purpose. Answer all the questions as required, Tick (✓) or write where appropriate

Section A: Demographic Characteristics of Respondents

1. Gender:

Male

Female

2. Level of Education

Certificate

Diploma

Bachelor's degree

Post-graduate degree

Other (specify).....

3. What is your age group?

18-27

28-45

46 and above

4. What is your designation?

Sub county commander

Ward commander

Administration police officer

Kenya police officer

Section B: Communication Structure

5. In your own opinion what type of communication structure do you prefer in your designation

Line /chain

Circle

6. Are you aware of the intended police reforms?

Yes

No

7. In your own opinion does communication structure affect the implementation of the police reforms?

Yes

No

8. Indicate areas in which communication structure has been a challenge on the implementation of the police reforms?

Mobile phones

Internal Memos

9. According to your own opinion to what extent do you agree that communication structure affect the implementation of the police reforms?

Where Strongly Agree =5

Agree=4

Not Sure = 3

Disagree = 2

Strongly Disagree= 1

Remarks	Tick
Strongly agree	
Agree	
Not Sure	
Disagree	
Strongly disagree	

Section C: Organizational structure

10. In your own opinion you think that organizational structure affect the implementation of the police reforms?

Yes

No

11. In your opinion what do think the type of organization structure is?

Functional

Matrix

Divisional

12. To what level to you agree that organizational structure affect the implementation of the police reforms?

Remarks	Tick
Strongly agree	

Agree	
Neutral	
Disagree	
Strongly disagree	

Section D. Institutional Culture

13. In your own opinion do you think that the institutional culture affect the implementation of the police reforms?

Yes

No

14. In your opinion what are the key values in your institution?

Respect

Integrity

Professionalism

15. What is the extent to which the following aspects of institutional culture affect implementation of the police reforms? Tick appropriate answer

	Very great extent	Great extent	Moderate extent	Little extent	Not at all
Conflict					
Work environment					
Beliefs about institution					
Values of the origination					
Language					

Section E: Human resource Support

16. According to you, do you think human resource support affect the implementation of the police reforms?

Yes

No

17. In matters relating to implementation of police reforms explain how resource support affects the implementation of the police reforms?

Recruitment

Skills

Training

18. To what level do you agree that human resource support affect the implementation of the police reforms?

Remarks	Tick
Strongly agree	
Agree	
Not Sure	
Disagree	
Strongly disagree	

20. In your opinion, kindly rate the following statements using the scale 1-5, where;

- Strongly disagree 5
- Disagree 4
- Neutral 3
- Agree and 2
- Strongly Agree 1

		5	4	3	2	1
1	Were there skilled human resource team during the implementation of police reforms?					
2	Was the human resource support adopted adequate in the implementation of police reforms?					
3	Were the Human resource team experienced in trainings during implementation of police reforms?					

21. How effective was Human resource support towards implementation of police reforms?

- Extremely effective
- Effective
- Not sure
- Slightly effective
- Not at all effective

Section F: Implementation of police reforms

1. In your opinion, kindly rate the following. Using scale 1-5, where;

- Strongly disagree 5
- Agree 4
- Neutral 3
- Disagree and 2
- Strongly disagree 1

		5	4	3	2	1
1	Was the implementation of police reforms efficient?					
2	Was the implementation of police reforms transparent?					

THANK YOU FOR YOUR TIME

Appendix III: Authorization Letter from University of Nairobi



UNIVERSITY OF NAIROBI
OPEN, DISTANCE & e-LEARNING CAMPUS
SCHOOL OF OPEN & DISTANCE LEARNING
DEPARTMENT OF OPEN LEARNING
KITUI LEARNING CENTRE

Telegram: "VARSITY" NAIROBI
Telephone: 245-020-318262
Telex: 28520Varsity KE

P.O Box 30197 NAIROBI
NAIROBI, KENYA
e-mail: acadreg@uonbi.ac.ke

RE: JUSTUS KYUNDU MUTUNGA REG/NO L50/6036/2017

The above named is a student at University of Nairobi, Open, Distance and e-Learning Campus, School of Open and Distance Learning, Department of Open Learning. He is undertaking his Degree Master of Arts in Project Planning and Management. We authorize him to carry out his research on (*Factors Affecting Implementation of Police Reforms in the National Police Service in Kenya*).

Any assistance accorded to him is highly appreciated by this Department to enable him compile his final document.

Thanks

MR. MURGO MURKE
Centre Coordinator Kitui /Machakos Learning Centre

Appendix IV: Authorization letter from Administration police



ADMINISTRATION POLICE SERVICE

Telephone:.....

SUB COUNTY CIPU COMMANDER
MACHAKOS CENTRAL SUB COUNTY

P.O BOX 1-90100
MACHAKOS

Email: machakoscentral.ap@administrationpolice.go.ke

RE: 2007118676

DATE: 13th June, 2019.

To whom it may concern,

RE: RESEARCH AUTHORIZATION - P/NO 2007118676 APC JUSTUS KYUNDU.

The above officer is the student from University of Nairobi has been given permission to carry out research on Factors affecting Implementation of Police Reforms in the National Police Service in Kenya for the period ending 1st July, 2019.

Attached herewith are find the research authorization letter from the University.



GALGALLO BARIILE, IP,
FOR: SUB COUNTY CIPU COMMANDER,
MACHAKOS CENTRAL.

Appendix V: Originality Report

FACTORS AFFECTING THE IMPLEMENTATION OF POLICE REFORMS IN THE NATIONAL POLICE SERVICE IN KENYA: A CASE STUDY OF MACHAKOS SUB COUNTY, MACHAKOS COUNTY

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