INFLUENCE OF SECURITY SECTOR RFORMS ON JOB PERFORMANCE BY THE NATIONAL POLICE SERVICE IN KENYA

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ABSTRACT

Security sectors reforms and transformation is increasingly a watchword for nations that look forward to be in the global security agenda that conforms to international standards of accountability, transparency, good governance and observers of human rights. The Kenya government has not been left in this reform and transformation agenda. The specific objective of this study was to assess the influence of security sector reforms on the job performance by the national police service (NPS) of Kenya. The study was guided by expectancy and equity theories of motivation. The study used ex post facto design employing mixed method approach in data collection. The target population were police officers of the NPS in Nairobi County and other stakeholders involved in police reforms and transformation. The study sample was 406 respondents. The study used probability and non- probability sampling methods to select respondents. The research instruments used were questionnaires, interview schedules and focus groups discussion guides. The study established that while a lot that has been done in terms of legislation in the Security Sector Reforms the performance of the police officers is still dismal. The envisioned reforms in addressing the welfare of police officers have thus not been realized. The study findings are significant to police organization and other stakeholders working with NPS to evaluate and asses the positive aspects of the reforms, the gaps and the areas that require redress for peak performance of police officers. (235 Words)

Key Words: Security sector reforms, police officer, security sector transformation, police service transformation, performance.

1.0 INTRODUCTION
1.1 Background to the Study

The end of the cold war in 1989 gave new impetus to pressures for political and economic liberalization around the globe (ICTJ, 2010). Aspiring democratic governments and strong economies acknowledge the need for capable administrative and political structures for success. Security Sector Reforms and transformation is identified as one of the important facets of governance that can assist in political transition of the authoritarian and dictatorial regimes to governance that embraces democratic ideals . There has been an upsurge in crime in Africa more than any other part of the world. Crime against property, violent crime propagated by armed soldiers and political upheavals have also increased. Furthermore drug trafficking, illegal trade; contraband and smuggling have increased especially due to laxity of police officers and consequent breakdown of the rule of law. Indicators of increased crimes are the emergence groups for example: Neighborhood Watch Groups or Vigilantes. They patrol their areas and basically perform police activities thus emphasizing police indifference in performance (Schirch, 2016)**.**

SSRs refers to a plethora of issues and activities related to reform elements of the public sector charged with the provision of external and internal security (Ball, 2014). One such reform is in the area of police welfare which influences police performance. If not well addressed then police officers can resort to corruption in the performance of their functions (Jonyo & Buchere, 2011). An analysis of the reform priorities spelt out by the Ransley Committee (GoK, 2009) suggested that the objective of post-2007 police reform was to address what was previously referred to as crisis in the police and security sector reform. One of the crises that required to be addressed was why police were not performing and the issue of protracted corruption in the police department (Ondoro ,2015).The Kenyan media has further depicted its police department as one of the most corrupt which has eroded the public trust and consequently increased insecurity (KNCHR,2014). This shows that the National Police Service is not living and performing to the expectation of the members of the public. More and more crimes are being committed in the dispensation of police reforms agenda, hence this study is imperative.

1.1 Statement of the Problem

With the existence of numerous supposed SSRs and transformation programs going on in the National Police Service (NPS) of Kenya, its performance in the public eye remains dismal. Complaints against police have heightened specifically on extrajudicial acts and performance remains unsatisfactory (Musau, 2017).KNCHR (2014) shows that a total of 3060 Kenyans (both civilian and law enforcement officers) lost their lives due to insecurity in the period between 2010 and 2014 which conform to Usalama Reform Forum which noted there was an increase in crime the same period of about 75% (Usalama Reforms Forum, 2014)). Deteriorating security conditions have been attributed to the uneven performance of the country's security agencies, which are often accused of being operationally ineffective, corrupt, and politically pliant (ICTJ, 2010). Significant investments have been made by various stakeholders, but overall performance and expected transformation of police have declined markedly inversely to the investment from the government. The mismatch between police performance and public expectations suggest the existence of major reform challenges that need to be examined (Bruce, 2014).It is against this background that a study assessing how Security Sector Transformation influences job performance of the National Police Service of Kenya was undertaken.

1.2 Objective of the Study

The specific objective of this study was to assess the influence of Security Sector Reforms and transformation on job performance of National Police Service of Kenya.

2.0 LITERATURE REVIEW

The United Nations Defines "security sector - as a broad term often used to describe the structures, institutions and personnel responsible for the management, provision and oversight of security in a country (United Nations, 2012).Security Sector Reforms refers to the transformation of state security systems which includes security sector policies, institutions, security actors roles, responsibilities and practices from past systems to modern ones that function in an independent way subject to civil authority and is more in tandem with democratic norms, human rights and the principles of good governance (Plantev, 2009). It can encompass institutions and organizations established to deal with external or internal threats to the security of a state and its citizens. Security sector includes military and paramilitary forces, the intelligence services, national and local police services, border, customs and coast guards (Banerjee,2009). In many instances, Security Sector Reforms and Security Sector Transformation are used interchangeably but they are different. Security Sector Transformation (SST) is a fundamental shift in the way security is performed and the pursuit of a governance agenda that puts citizens at the center of security planning and provision. UN approaches SST as a holistic change to the security sector (aimed at shifting the relations of power within the sector in the direction of civil constitutional control) to alter institutional culture fundamentally, promote professionalism and improve resource utilization and operational effectiveness in line with accountability and respect for human rights and international law involving inputs from a wide range of stakeholders and role players (Ebo, 2010).Transformation is more deep than the word reform which has a connotation of makeover and revolution. The ultimate policing goal should be to contribute to the realization of societies with safe living conditions and equal access to opportunities, health and happiness which foster a transformed society (Chismas,2012)

A central prank of the transformation discourse is the need to alter the culture and character of security actors. This transformation involves the change of heart, mind and spirit that touches all aspects of security organizations. It also involves the systematic overhaul that affects the orientation, values, principles and practices of the security sector (Bryden and Olonisakin,2010).

Security Sector reforms and transformation is geared towards security performance which is not measured relaying on one variable. It is an axiom among public organizations that performance is multidimensional (Maguire, 2003).Several factors including, improved public confidence in the police and greater reporting of crime, possible increases in crime, and improved police practice in recording crime, have the potential to contribute to increased level of understanding police performance. Rather than recorded crime and overall arrest levels it is therefore imperative that from the start, other meaningful, measures of the police performance be emphasized (Jonyo and Buchere,2011). Performance indicators also can aid police executives in assessing and responding to claims of racial bias, patterns of abusive behavior, or failure to protect (Davis, 2012). Key Performance Indicators (KPIs) enable performance to be measured, monitored, evaluated, reported and improved. They play a key role in managing performance at all levels in the Police strategic and operational functions. Effectiveness indicators provide information that assists with assessment of the extent to which government desired outcomes have been achieved through the resourcing and delivery of services to the community (O'Callaghan, 2015).

In Kenya there is a mismatch between police performance and public expectations which suggests the existence of major reform challenges that need to be examined (Bruce, 2014). Public confidence in the police service has been eroded due to accusations of impunity, excessive use of force and brutality, disregard for human rights, abuse of due process and malignant corruption. With ongoing reforms, National Police Service (NPS) remains number one in corruption index (Ndungu, 2011). The military has been deployed in some parts of the country during mayhem because the police have not been able to contain the chaos. The public skepticism of police performance is on low ebb and some perceive police reform as just a rhetoric and a "public relation exercise" (Furuzawa, 2011).While it is, true there are many commissions that have been handling the reform in police, members of the public continue to lament about an increase of crime. According to a survey done by Ipsos Synovate released in June 2016 , findings revealed that there is a 6.2 per cent increase in the number of crime reported nationally meaning an upward trend in crime. According to the survey all the counties analyzed recorded an increase in crime reported in 2016 with the exception of Kisumu and Mombasa (Fact check, Standard, July 2,2017).

Ransley (2009) proposed a scheme of service which, if implemented, will address ills that bedevil policing in Kenya. If such a scheme is implemented, according to Ransley there will be high performance and job satisfaction (Makin, *et al* 1996). Bryson, *et al.* (2013) linked employee or company performance to improvement of welfare of employees in terms of compensation and pay package and proper incentives. Improvement of employee welfare also reduces absenteeism, lower turnover rates which can ultimately destroy sector performance.

Studies have indicated that police must be responsive and respectful to win public cooperation if they are effective in fighting crime and maintaining public order (Isser, 2012). Gaining respect and being responsive are signs of transformation. Police reforms aims to create a "more dispersed, visible, accessible and service – oriented force which interacts freely and gently with its community" and sees its primary duty as protecting citizens. Effective, fair policing, humane civil disturbance and control capability are necessary for stability, order, conflict prevention, mitigation, political and economic development (Kayonde, 2008).

2.1 Theoretical Framework

The study was guided by two theories: expectancy and equity theories of motivation. Expectancy theory was developed in 1964 by Victor H. Vroom to predict on the concept that it is the internal state as well as external forces impinging on individuals that will cause them to act in a specific manner (Prajapati, 2017). The employee will be motivated to put forth the necessary effort when it will result in the attainment of desired goals. The theory assumes that behavior is not determined exclusively by an individual but a product of the vitality of an individual and the environment. Moreover that this behavior results from conscious choices among alternatives whose purpose is to maximize pleasure (IFM , 2016) . According to the theory, the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance will be followed by a definite outcome and on the appeal of the outcome to the individual.

In relation to this study, the expectations of the officers about the reforms will be mediated by the environment. If the officers find that the environment remains harsh and insensitive to their psychosocial well-being, they may not be enthusiastic about anticipated reforms. Given that, the expectancy motivational model combines the need theory with the concept of perceived outcomes, officers are motivated by satisfying their esteem needs such as receiving a promotion or obtaining a preferred assignment to a special unit. The most successful supervisor's will concentrate on

helping officers to clarify their needs and on becoming aware of how officers perceive those needs. Once this is accomplished, the expectancies of outcomes can be dealt with through techniques as training, delegation, and acknowledgement of a job well done or the granting of greater autonomy.

Equity theory was developed by Stacey Adams of the General electric company in 1963. It is a cognitive process of motivation that emphasized on what people think is fair and equitable and how they respond when they feel they are getting far more or far less than they deserve (Riggio, 2013). The theory suggests that people are capable and willing to perceive fairness in their immediate environment. People act in the light of what they regard as fair. They compare their input or "investments" such as ability, skill, age, education, effort and training to outcomes like monetary rewards, praise, status and improved promotion opportunities (Redmond, 2016). They also compare their reward to that of others with whom they make the comparison. After comparison they make cognitive adjustments to deal with the inequality. Essentially ones perception is relative to their reality. One could, for example, lower their inputs, their work contribution, or attempt to raise their outcomes like pay.

The theory brings out the importance of paying the officers well and considering other aspects for example comparing how the other departments are paying the same people with similar qualifications. When the organization has done the above then it is important to do the organizational assessment to establish whether it is performing to the optimum, average or mediocre. The consideration of their welfare means it will facilitate and enhance reforms and transformation

3.0 RESEARCH METHODOLOGY

The research design used was survey research design which entailed the use of *ex post facto* design to establish the link from a dependent variable (police performance) to identify possible causal independent variables (security sector transformation). The study site was Nairobi County. The location was chosen because Nairobi is the capital city of Kenya and it is a metropolitan city with different police units and establishments such as General Service Unit (GSU), Kenya Police Service (KPS), Administration Police Service (APS), Anti-terror Units and other policing units. Further, it is the administrative headquarter of the Kenyan government with offices that house Commissions of Police Reforms and agencies charged with the mandate to look into police welfare. The target population were officers from Nairobi County. These included OCPDs, DAPCs, Commissioner of Task Forces on Police Reforms, Oversight Authority (IPOA), and Civil Society. The target population was 3,560 people.

Data collection was done using questionnaires and interview guides for individuals and focus group discussions (FGDs). The total number of questionnaires administered were 150 representing police officers of APS in Nairobi County and 200 representing officers of KPS of Nairobi County and a focus group of ten junior officers of different formations in NPS. Hence 350 questionnaires formed the sample size. Also interviewed were the two Directors of NPS (APS and KPS) in charge of reforms and five senior officers above the rank of chief inspector of both services involved in the National Police Directorates. Nine (9) key informants were purposively selected for their expert information. These were drawn from the Commissions and Civil Societies. To ensure validity of the research instruments, Cronbach's Alpha coefficient was computed from the data collection tools administered to target group. A coefficient of 0.79 was obtained which implied that the instruments were valid. A reliability coefficient of 0.5 was assumed to reflect the internal

reliability of the instruments as recommended by Fraenkel and Wallen, (2000).

Quantitative data were analyzed using descriptive statistics by use of the Statistical Package for Social Sciences (SPSS) programme. The data were presented in the form of frequency distribution tables, graphs and pie charts. Critical discourse analysis and narrative analysis as advanced by Wheeler (1995) were employed to analyze qualitative data from open ended questions from the questionnaire. Data was then analyzed through organizing emerging themes according to the information gathered on security sector reforms and their influence on police performance.

4.0 FINDINGS AND DISCUSSIONS

This section represents a discussion towards addressing the research question on how security sector reforms have influenced job performance of the national police service of Kenya.

4.1 Impact of police reforms

The respondents were given different statements and asked to indicate their level of agreement with each statement on the impact of police reforms. The findings were as presented in table 4.1

Table 4.1 Impact of police reforms and transformation

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
Police officers are not conversant with security sector reforms	34	11.5	66	22.4	84	28.5	81	27.5	30	10.1	295	100
Human rights abuse is still prevalent in the NPS	51	17.3	81	27.5	57	19.3	81	27.5	25	8.5	295	100
There is reduced corruption in the NPS	35	11.9	70	23.7	55	18.6	66	22.4	69	23.4	295	100
Police are more reliable these days than before	84	28.5	150	50.8	31	10.5	24	8.1	6	2.0	295	100
There is cordial relationship between police and members of the public	47	15.9	158	53.6	56	19.0	22	7.5	12	4.1	295	100
The police are more professional in dealing with the members of public	47	15.9	149	50.5	63	21.4	32	10.8	4	1.4	295	100
The rate of crime remains high in Kenya	40	13.6	97	32.9	56	19.0	81	27.5	21	7.1	295	100
The presence of the police has greatly enhanced peace and stability	78	26.4	171	58.0	33	11.2	11	3.7	2	.7	295	100
Police service is managed in a transparent and accountable manner	11	3.7	46	15.6	70	23.7	84	28.5	84	28.5	295	100
The vetting of police officers has increased police accountability	31	10.5	86	29.2	66	22.4	63	21.4	49	16.6	295	100
Police reforms has increased the morale of police officers	16	5.4	58	19.7	64	21.7	79	26.8	78	26.4	295	100
There exists political interference in the police service	115	39.0	115	39.0	25	8.5	18	6.1	22	7.5	295	100
Lack of increment of police pay has lowered performance of NPS	183	62.0	78	26.4	12	4.1	11	3.7	11	3.7	295	100
The commissions given the mandate to steer and oversee police reforms are doing very little in dealing with the welfare of police officers	169	57.3	78	26.4	20	6.8	17	5.8	11	3.7	295	100
I can exit the service if I get another job	154	52.2	61	20.7	43	14.6	26	8.8	11	3.7	295	100

Source: Field Data (2016)

The findings on Table 4.1 show that 183 (62%) strongly agreed that non- increment of police pay has lowered performance of National Police Service. The findings also revealed that 169 (57.3%) strongly agreed that the commissions given the mandate to steer and oversee police reforms are doing very little in dealing with the welfare of police officers. It was also found that 154 (52.2%) strongly agreed that they can exit the service if they get another job. These findings show the high level of dissatisfaction among the police which affect their motivation to work and transformation.

The findings concur with those of Ndungu (2011) who found out that there were existing gaps in terms of manpower and training fostered by years of malignant corruption, nepotism and lack of resources contributed to poor service delivery by the police.Police morale as a result of poor pay, deplorable living and working conditions and an unsympathetic public, (which finds it hard to appreciate some of the good work of the police) also challenged the efficient and effective police performance.
The findings shows that the transformation is relatively slow. While structurally and institutionally alot has been done, the attitudinal and behavioral aspects of the police officers has not changed as expected by Ndungu (2011) and the spirit behind the National Task on Police reforms and Implementation.

Further, to assess the influence of Security Sector Reforms on job performance of the National Police Service in Kenya, the respondents were also asked to indicate the impact of police reforms on motivation. The findings were as presented in Table 4.2.

Table 4.2 Impact of police reforms on motivation

Response	Frequency	Percent
Yes	94	31.9
No	201	68.1
Total	**295**	**100.0**

Source: Field Data (2016)

Table 4,2 shows that 201 (68.1%) respondents indicated that they were not motivated while 94 (31.9%) indicated that they were motivated encouraged, energized and committed to national police reforms. These findings reveal a majority of the force is not motivated and suggests that a lot still needs to be done in terms of implementation.
Those who were not motivated gave the following explanations: their bosses are not leading by example, their work conditions and pay needs to be addressed, they are frustrated by their seniors, the vetting process are not fair and that promotions are not done on merit. This is inconsistent with Bruce (2003) who said that appointment procedures must be open, fair and transparent to recruit the candidates with the highest professional qualifications and ethical standards. Similarly, it is important to establish a robust and transparent merit-based promotion system, based on fairness, openness, ability and performance. Policies should also be implemented to ensure regular staff rotation in high risk areas. A key personnel issue to consider when reforming the police institution is whether to retain old staff or recruit new personnel. Lessons learnt from South Africa suggests that a combination of both approaches is needed,

including the reselection/vetting of police officers that have been involved in corruption and a systematic approach to new recruitment.

In an interview with one of the OCPDs on the motivation of the police, one mentioned that:

> The Police have a very low morale due to low salaries and inadequate housing. Most of them are living in rented houses without house allowance. They waited for salary increment but it is not forth coming. I think promising without fulfilling is very bad for our police officers who think the government is not serious with their welfare. (OCPD 1, on 24/05/2016).

On the same issue, a DAPC added that:

> The morale of junior officers and senior officers is different. The senior officers from the rank of acting superintendents their salaries were adjusted and junior officers were overlooked yet they are the machinery as they do the donkey's work. (DAPC 1, on 27/05/2016).

This are in contrast with the study done by Gyanmudra and Vijaykumar (2008) to analyze the factors influencing motivation and job satisfaction. The study established that 88% of employees in Tamil Nadu perceived that individual incentives/bonus would improve their performance. It was found that working atmosphere contributed 97.8% of improving job performance. Further around 94% of employees from both states believed that a stimulating and challenging job encourages them to perform better. The findings show that, to ensure the police reforms are a success, the government needs to improve the welfare of police officers.

5.0 SUMMARY, CONCLUSIONS, RECOMMENDATIONS AND SUGGESTION FOR FURTHER RESEARCH

The general objective of this study was assessing how security sector reforms influences job performance of the national police service of Kenya. Below is the summary, conclusions and recommendations.

5.1 Summary of the Findings

Regarding the influence of security sector reforms and transformation on job performance of the National police service, the study found that 224 of the respondents 76.9% of the respondents indicated that police reforms had not been realized in the security sector. The following were the impacts: non-increment of police pay has lowered the performance of National Police Service represented by 183 or (62%), commissions given the mandate to steer and oversee police reforms were doing very little in dealing with the welfare of police officers (57.3%) and officers would exit the service if they get another job (52.2%).

5.2 Conclusion

The study concludes that SSRs has had a fairly low impact on job performance and transformation of the NPS. This is evidenced by the fact that commissions given the mandate to steer and oversee police reforms are doing very little in dealing with the welfare of police officers resulting to de-motivation. The level of public confidence with the police is still low given that, the public had not realized much change in the police reform. The motivation, morale and general performance of the police is still very low.

5.3 Recommendations
The study recommends that the government should treat the issue of improving the welfare of police officers much more seriously than its doing at the moment. More resources need to be allocated towards improvement of the psychosocial aspects represented by motivation in terms of salaries, regular promotions which consider merits not whims of individuals, improvements of working environments, consistent transfer and training.

5.4 Suggestion for Further Research
The study suggests that this study be replicated in other Counties in Kenya to assess the effectiveness of strategies adopted by the national government to address the Security Sector Reforms. The study further suggests that another study be done on the impact of leadership and management on police transformation which was not the concern of this study.

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