

Influence Of Leadership Structure On Implementation Of Police Reforms In Kenya: Case Of Parklands Police Station, Nairobi County

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Abstract- Police reforms can take different dimensions and shapes. They can be ‘tactical changes in deployment of supplies or can entail basic alterations to the governance and structure of police administrations, usually needing new regulation. The purpose of this study will be to examine the influence of leadership structure on changes in policing strategies or mindsets, specific tactics, and policing paradigms. The study was based on determining the influence of police command structure on the implementation of police reforms in parklands police station; assessing the influence of communication structures on the implementation of police reforms in parklands police station; Using descriptive research design, it targeted 200 police officers in different ranks at parklands police station. Stratified random sampling was applied to get a sample size of 134 police officers from different ranks at the station. A sample size of 104 junior police officers was chosen. The Purposive sampling method was used to sample senior officers who are part of the police station management, such as chief inspector, Superintendents, Senior Superintendents, and Inspectors. In this a sample of 30 was used. A questionnaire was used to collect data from the junior police officers while an interview guide was used to collect data from the senior officers. Detailed interviews were used to gather data that is a representative of views, beliefs, experiences, and values of the respondents under the objective of the study. Reliability of the research instruments was tested using test-retest method, and validity ensured using content validity. Data was analyzed using SPSS Version 24.0. and presented in tables, charts, frequencies, and percentages. The mean and standard deviations of the data were calculated. The findings of the study showed that police reforms are not well implemented at the parklands police station. It was also evident that police command structure influences the implementation of police reforms at parklands police station; the police communication structure influences police reforms in Parklands police station. These findings were supported by interview results; the respondents believed that cultural aspects affect implementation of police reforms. It was thus concluded that most aspects of police reforms have not been realized in parklands police station and in Kenya in general. The respondents showed that leadership structure factors, such as command

structure, communication structure, and cultural structure influence police reforms in Kenya. Therefore, the researcher recommended that to realize implementation of police reforms, there should be changes in the police command structure; the government should ensure that there is effective communication through public participation in decision-making; the police service should have an organizational structure that allows dialogue between various levels of commands for effective decision-making. The police culture should be redefined. Apart from changing from “police force” to police service,” the conduct associated with police officers should also change. The conflicts between the officers and the public should be minimized to point a positive image of the service. The institutional values associated with the police should be changed to improve the implementation of police reforms.

I. INTRODUCTION

Reforms are defined as acts of amending or changing for improvement. Implementation of reform is the conducting of analytical renovation in the administrative or departmental organization that is created to lead to an extra systematic, actual, and productive administration (Osse, 2016). Reform entails the re-positioning of an institution for efficiency and effectiveness (Northouse, 2004). Reforms are the responsibility of the leadership that is consented to specific factors of a certain company sectional, complete reversal, and total renovation of an organization (Osse, 2016). A clear report of what needs to be reformed and the resulting outcomes of the transformation is always the leadership’s responsibility.

In the world context, police reforms involve transformation of the security systems regarding transforming responsibilities, actions, and roles amongst all other partakers in the policing security subdivision. Police reforms warrant that policing services are managed and operated in an efficient way that promotes democracy and use of good governance principles (UN, 2008). Consequently, it improves the working of security organs. That helps in lowering conflict risks, giving high security to the community and developing surroundings that encourage

maintainable development. Therefore, the goal of police sector reforms in Kenya is to reinforce the safety of the country (UN, 2008).

Several developed countries have undertaken police reforms for effectiveness in their mandate of policing. For example, according to Amnesty International (2011), in the United Kingdom, police reforms have been the main program of the government over the previous decade. Consequently, the administration of the United Kingdom has made considerable advancement towards satisfying the reforms that are aimed towards reinforcing answerability, building security structure that fight crime and deviant behavior, developing a police force with great ability level and raising public involvement. Such reforms center on enhancing policing services (United Nations, 2008). There are factors that have so far been responsible for the achievement observed in the implementation of police transformations in the United Kingdom. The main one has been raising the number of officers patrolling the main roads in the nation. Another factor has been responsibility in managing the issues of the police, and the lastly is active community policing (Manning, 2010). In the United States, police reforms were dictated by the increasing level of crimes and terror actions that are seen in various parts of the state among other aspects. Due to such challenges, the restructurings wanted to develop police systems that allowed the federal administration to fight crime while improving and sustaining public policing (Franklin, 2010). That meant ensuring that the current structures are reinforced to make sure that the forces collaborated successfully and other systems were created to tackle new crimes particularly at the local level.

In Africa, for example, in South Africa, police reforms are perceived from an exceptional political background possibly due to Apartheid system. The Apartheid scheme was slightly racial as many of the security structures had more white officers than black ones. According to Amnesty International (2011), due to such variation, the white police officers were fierce mostly to black people. An example of attack on black citizens, approximately 78,000 officers were imprisoned randomly from 1960 to 1990. Approximately 73% of the arrests were linked to apartheid. Moreover, police officers were connected to extra judicial assassinations, loss of citizens who supported for democracy and severe torment in the nation. Due to such injustices, the apartheid state in South Africa was in crises since many people sought change in the end of the 1980s. although there were such challenges, the police and military forces repressed mass demonstrations in 1985 and arrested people and booked them for trial (Hawdon, 2008).

The East Africa Bribery Index Report (2011) noted that the national police service ranks top in corruption. Among the 115 institutions identified in that list, Kenya was identified to have 35 most corrupt organizations. It showed that the corruption index among police officers increased from 77% to 81% in 2012, despite the facts that number of police luring or asking for bribes has decreased. The police service was noted as a disreputably corrupt institution in the five East African Nations (The Star, 2011). That was in line with the World Bank account (2011) that showed corruption concerns about the police service increased by 15 percent.

In Kenya, the national government introduced police reforms during 2002 via a taskforce that included non-state and state performers. The actors comprised of the FIDA- Kenya, Kenya Human Rights Commission, Kenya Police Service, and the Nairobi city county among others. One of the unsuccessful things on this taskforce was that the statement was not released to the public. Consequently, the police reform initiatives lost its momentum as there lacked someone to force it. When the inventiveness was proclaimed, most of Kenyans had high hopes in it. Some people went forward and reported police officers asking for bribes from the public (Amnesty International, 2011).

The Kenyan National Police Service is presently going through complete reforms. Based on the Kenyan Constitution (2010), some improvements have already been implemented in the police service. Such reforms include introduction of a new leadership structure, creation of National Police Service, screening of police leaders, and creation of the "National Police Commission", decent housing, merging two police services, and formation of IPOA.

Definition of Key Terms

Reform – it is the amendment or improvement of whatever is unsatisfactory, wrong, or corrupt.

Leadership– it is the art of impacting human behavior towards the goals of an organization.

Policing – the act of police officers of ensuring law and order.

Reform implementation – the process of turning the formulated approach into a series of acts that would guarantee that the strategic objectives, vision, mission, and strategy of the NPS are effectively attained as intended.

National Police Service – a national institution that enforces laws in Kenya.

Communication structure: a pattern used in organizations to sustain the flow of information within the organization.

Literature review

Police Command Structure and Implementation of Reforms

In a study conducted by De Witt and Meyer (2010), it was noted that establishments such as the police service managers are selected with a specific duty of overseeing different units or persons and to report to other executives in a higher hierarchy than them. Based on the time of regulation of each executive, an organizational structure has one or more management layers. A lot can be learnt from reforms in other police forces in other nations, where the focus has been on devolving the local administration, while centrally managing the nationwide crime matters that impact every area. In their study, Downes (2004) established that a flat, adaptable and simple structure is the commonest structure in the police service in Europe.

In another study conducted by Ungar (2012) on police reform and organized crime collaboration, it was demonstrated that devolved organizational structure was the commonest in police reforms in Latin America. It was shown that since the change to democracy, states in Latin America have devolved their police services and other big institutions of the state. Ungar (2012) stated that sub-regional administrations are at a better position to act on local issues and different circumstances. Nonetheless, such administrations have not been well equipped for their

responsibilities particularly for the international crimes happening on borders. Together with widespread deviations in the standards of policing, such ineffectiveness has encouraged re-centralization in nations such as Mexico and Venezuela and attempts to force federal programs like in Brazil and Argentina.

Sugarman (2010) carried out research on how organizations learn and reform a case of New York police. He found that organizational structure stipulates the official reporting relationships, controls, decision-making process, procedures and authority of a firm. Having a structure that backs reforms is difficult irrespective of the organizational structure being an important part of effective roll out of police reforms. In Kenya, the Inspector General of Police is at the top with utmost authority making decisions or influence decision making at the lower levels of the department. It means a vertical organizational structure is used by the police service.

The history and culture of different countries shape their police institutions (Varghese, 2010). The inspector general has the authority over the National Police Service command structure, which includes the Deputy in charge of Administration and that in charge of Kenya Police Service. The Kenyan Constitution and the National Police Service Act, 2011, give the inspector general the responsibility to reorganize the command system to suit the changing needs of the society. The National Police Service Framework and Plan for Reorganization (2018) draws its plan to attaining the desired efficiency and standards in delivering police services to the Kenyan people. It demands that the command protocols in the National Police Services be modified and that more funding be directed towards the same goal.

The revamped NPS has streamlined the command protocol and enhanced the reformed units and a distinct command chain to better the working of the police force. The Deputy Inspector General Kenya Police Service (DIG-KPS) is in charge of the public's security and safety, the Deputy Inspector General Administration Police Service (DIG-APS) is responsible for border and protective security, and the Director of Criminal Investigations is tasked with criminal investigations.

Finkelsten (2016) argues that reorganization alters the way an organization operates. He states that in a restructured command system, the common culture of the police, their behaviors, attitudes, and values, improved oversight, shared workload, and transparency would produce better results. For effective organizations, the relationships of individual members need to be arranged where the goals of performance and standards are specified (Sibidi, 2014).

Ndung'u (2011) researched Police Reforms and Public confidence in Kenya. He found that organizational structures in the Police force should be transformed for efficiency in the police service. Nevertheless, he pointed out that leadership is faced with difficulties in the implementation of reforms because of an outdated structure and according to outdated ideologies. According to Ndung'u (2011) centralized organizational structure may develop difficulties to leaders who are looking to implementing reforms in the police service because results in inefficiency, low morale, and bureaucracy. Policing structures have to be planned in a way to allow communities to consistently engage with the law enforcers to facilitate identification of what the public needs, their thoughts about service delivery by the police, and how policing services can be enhanced. Besides, it is

imperative that the structures back a process with a policing strategy articulated from the country level and flowing to the bottom level of the public. That would allow leadership to execute change according to the suggested police reforms.

Hitt (2005) explained that successful management structures offer stability in the organizational needs to effectively supervise the process of reform. The top leadership claims that there are issues with the management structure, implying that their past decisions were not the best. Due to such inertial propensities, structural transformation is usually brought rather by the stakeholders' actions that are no longer ready to stand the poor service delivery.

Contingency theory

The contingency theory was propounded by Burns and Stalker (1961). They stressed on the need of investigating contingencies or situations' role in an organization and its conduct. According to contingency theory, organizations should be differentiated and incorporated to a contingent level, maximally upon the degree of environmental insecurity (Rejc, 2004). The main assumptions of contingency theory include: organizations are systems that are open, there is no one single manner of organizing; and organizations should attain a "good fit" between external settings and internal systems. The assertion of this theory is that the finest practices are based on the contingencies of the condition, thus assists in situational analysis and determining variables influencing strategic decisions. The contingency theory asserts that if the arrangement of an institution corresponds to contingencies, effectiveness in the organization is realized (Rejc, 2004).

Burn and Stalker (1968) recognized two kinds of organizational structure: organic and mechanistic and two types of environments, dynamic and stable environments. The mechanistic structures are popular in steady settings while organic structures are popular in and appropriate for lively settings. The most common contingencies identified as impacting organizational structure are the size of the organization, the nature of technology or business, environmental uncertainty, and organizational preferences or individual variations. The contingency theory explains not only the internal interactions patterns, but also proposes the organization designs and administration strategies most suitable for particular situations.

The theory is related to this study in that it explains that several clarifications prove operative under different situations (Muecke, 2004), meaning that in police reforms, there can never be a single structure that fits all situations in the police system. The structure should thus be altered based on the situation. The theory argues that diverse organizational approaches and arrangements are needed for diverse situations rather than collectively prescribing appropriate organizational management strategies for the police service. Therefore, the correspondence between organizational structure and a strategy determines the effective implementation of company's strategy.

Research Methodology

The researcher used a mixed methodology comprising of both the qualitative and quantitative approaches. The method permitted the researcher to define the correspondence and inconsistencies. Qualitative method entails use of words or open-

ended questions where the respondents describe their experiences to help understand a social phenomenon (Mugenda & Mugenda, 2003). The researcher used interview guide and questionnaires to arrive at conclusions on the influence of leadership structure on the implementation of police reforms (Mugenda & Mugenda, 2003). Both quantitative and qualitative method will be suitable in acquiring respondents' views

Table 3.1 Target Population

Rank	Number at the station
Senior superintendent of police	3
Superintendent of police	5
Chief inspector	5
Inspector	10
Senior sergeant	7
Sergeant	15
Corporal	55
Police constables	100

Data Collection Instruments

The researcher applied primary and secondary data collection through interview guides and semi-structured questionnaire. It had closed and open-ended questions. Closed questions are questioned with predetermined answers and normally used to gather quantitative data, while open-ended questions are those that offer the participants the free will to answer and collect qualitative data.

Questionnaires for Junior Officers

A questionnaire can gather a lot of data in a reasonable fast time period (Orodho 2008). Questionnaire responses are easy to analyze and cost effective as than face-to-face interview technique. They were used to gather information from junior and senior police officers, where the research assistant filled in the questionnaire as the respondents answer the questions. The questionnaires contained both open and closed questions with some taking the form of likert questions according to the likert scale, where 1-strongly agree, 2-agree, 3-not sure, 4-disagree, and 5- strongly agree.

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

Demographic Data

The researcher analyzed the demographic characteristics of the respondents since they were considered as critical variables that could affect the basic views about the participants of the study. In demographic data, gender, age and level of education were considered.

Gender

The researcher wanted to establish the respondent's gender since it was crucial in understanding whether there was a fair representation of the two genders in the sample for the purposes of generalizing the results. The below table shows the gender of the respondents

Table 4. 1 Respondents' Gender

Gender	Frequency	percentage
Female	41	31%
Male	90	69%
Total	131	100%

The findings in table 4.1 show that 41(31%) of the study's respondents were females while 90 (69%) were males. It is evident that in the police department, there are more males than females. That shows that there is fair representation of the targeted population as there are more men than women in the police department.

Age

The study wanted to establish the respondent's age bracket since it was a crucial factor in determining how the population was represented by various age groups. Therefore, the participants were asked to indicate their age bracket. Table 4.2 shows the findings of the survey.

Age Bracket of the Respondents

Age Bracket	Frequency	Percentage
20-30	34	26%
31-40	44	34%
41-50	32	24%
50 and above	21	16%
Total	131	100%

The study results showed that 34(26%) of the respondents were between the age of 20 to 30 years, 44(34%) were aged between 31-40 years, 32 (24%) were aged between 41-50 years, and 21(16%) were aged between 50 years and above.

Highest Education Level

The researcher sort to find out the respondent's highest education level as the education level determines implementation of police reforms. Therefore, the participants were asked to indicate their highest level of education. The results of their responses were as shown in the table 4.3.

Education Level of Respondents

Education level	Frequency	Percentage
Secondary	17	13%
Certificate	37	28%
Diploma	46	35%
Degree	24	18%
Masters	7	5%
Total	131	100%

The results of the survey indicated that 17 (13%) of the respondents had secondary school education as the highest level of education, 37 (28%) had certificate, 46(35%) had diploma education, 24(18%) had degree, and 7(5%) had masters level of education. The results show that the participants were literate and thus were in a position to answer questions regarding police reforms.

Number of years at parklands police station

The study sort to establish the number of years the officers had served in Parklands Police Station. The findings of the study were as per the table 4.4

Number of years Respondents Have Served at Parklands Police Station

Number of years	Frequency	Percentage
1-5 years	34	26%
6-10 years	83	63%
Over 10 years	14	11%
Total	131	100

The results of the survey indicated that 34 (26%) of the respondents had been at parklands police station for one to five years, 83 (63%) of the respondents had worked at the parklands police station for six to ten years, and 14 (11%) of the respondents had worked at parklands police station for more than 10 years. The results show that the participants were a good fit for responding to questions about police reforms at the parklands police station since they had all served in the station for at least 5 years.

Descriptive statistics on police reforms in parklands police station in Nairobi County, Kenya

The researcher tested the extent to which the respondents agreed with the following aspects of police reforms

Table 4.5 Descriptive Statistics on Police Reforms

Statement	Strongly agree	agree	Neutral	disagree	Strongly disagree	Mean	Std. Dev
Police are exposed to capacity building and training	43	26	12	31	19	2.768	1.52
Police are recruited according technical aspects, enhancing their competence	23	22	8	27	51	3.901	0.91
There is capacity building of officers on human rights and public relations to lower human rights violation	16	22	9	21	63	4.556	1.23
There are enough police officers at the station to reduce crime rate, improve public order, and for fast response to emergency	14	18	11	17	71	4.566	0.715
Police follow the rule of law when discharging fire arms	43	51	7	17	13	3.688	1.089
Vehicles are well serviced for fast response to crime scenes	7	27	12	23	62	4.823	0.681
Composite mean and standard deviation						4.050	1.024

The results shown on table 4.5 indicate that 43 of the respondents strongly agreed that Police are exposed to capacity building and training 26 agreed, 12 were neutral, 31 disagreed, and strongly disagree. The mean was 2.768 and the standard deviation was 1.52, which shows that the respondents strongly agreed that police officers are exposed to capacity building and training.

The findings of the study indicate that the respondents disagreed and strongly disagreed that police are recruited according technical aspects, enhancing their competence in work performance. The results on the table show that 23 of the participants strongly agreed that police are recruited according technical aspects, enhancing their competence, 22 agreed, 8 were neutral, 27 disagreed, and 51 strongly agreed with the statement. The mean and the standard deviation indicate that the respondents did not agree with the statement.

Most of the respondents disagreed that there is capacity building of officers on human rights and public relations to lower human rights violation. That is evidenced by 16 of the respondents who strongly agreed that there is capacity building of officers on human rights and public relations to lower human rights violation, 22 agreed, 9 were neutral, 21 disagreed and 63 strongly disagreed. It is supported by the mean of 4.55 and a standard deviation of 1.23.

Majority of the participants also disagreed that there are enough police officers at the station to reduce crime rate, improve public order, and for fast response to emergency, that is supported by 14 of respondents who strongly agreed that there are enough police officers at the station to reduce crime rate, improve public order, and for fast response to emergency, 18 who agreed, 11 who were neutral, 17 disagreed, and 71 strongly disagreed with the statement. The findings were also supported by a mean of 4.566 and a standard deviation of 1.715.

Majority of the respondents supported the statement that police follow the rule of law when discharging fire arms, that is shown by the 43 of the respondents who strongly agreed, 51 agreed, 7 were neutral, 17 disagreed, and 13 strongly disagreed. That was supported by a mean of 3.688 and a standard deviation of 1.089. most of the respondents did not support the statement that vehicles are well serviced for fast response to crime scenes, 7 strongly agreed, 27 agreed, 12 were neutral, 23 disagreed, and 62 strongly disagreed. The mean was 4.823nd the standard deviation was 0.681.

The composite mean and the standard deviation indicate that police reforms are not well implemented at the parklands police station. That is shown by the results on the interview conducted to the senior police officers.

The findings of the interview resonated with those of the questionnaire instrument. For example, the interviewees disagreed that police officers are exposed to capacity building/training at the National Police Service. The junior police officers are barely exposed to any kind of training. However, the police officers who have gone through various courses in colleges and universities that can advance their knowledge. Nonetheless, all senior officers have to go through training before they are promoted. One of the officers stated that *“Trainings are not common at the police service. Nevertheless, few of the police officers are trained on gender issues and in handling of cases concerning children. For example, I have been trained through seminars and workshops to acquire leadership skills and how to go about responsibilities that come with my work position.”*

The interview findings also showed that the number of police officers was not enough to take their responsibilities of maintenance of law and order. It thus means that they can be overwhelmed by the citizens one of the senior officers stated that *“The number of police officers in this station is not adequate to cover the expected areas. We have few officers yet we are expected to cover four wards. That is usually overpowering for the officers who have to do extra work such that it impacts their morale. At the moment we are in dire need of additional officers to allow us cover a large area under the station’s jurisdiction.”*

None of the senior officers admitted to the station having enough numbers of officers under their authority.

Parklands police station was studied for factors that depicted implementation of police reforms or lack of it. The researcher established that police reforms are not well implemented at the parklands police station. The respondents agreed that police were exposed to capacity building and training. They disagreed that police are recruited according technical aspects, enhancing their competence in work performance. Most of the respondents disagreed that there is capacity building of officers on human rights and public relations to lower human rights violation. Majority of the participants also disagreed that there are enough police officers at the station to reduce crime rate, improve public order, and for fast response to emergency. Majority of the respondents supported the statement that police follow the rule of law when discharging fire arms; most of the respondents did not support the statement that vehicles are well serviced for fast response to crime scenes.

The findings show that apart from enough number of police officers, the police also require training and capacity development on human rights to ensure that they follow the rule of law when performing their duties. They need training on the use of technology to acquire the techniques and skills for countering contemporary refined criminals who are knowledge in technology; and be constantly trained to update skills on contemporary/emerging crimes. Police recruitment should also emphasize technological factors instead to the typical physical characteristics. These results are similar to those of Kimani (2019) that demonstrated that in countries such as Nigeria with a ratio of 1 police officer to 400 citizens, which is above the recommended ratio by the United Nations of 1 police to 450 citizens. According to Kimani (2009), that is a case of having more than enough police officer but also insecure. The police are stationed at areas with high rates of crime, but they are not capable of ensuring citizen’s safety and maintaining law and order in the country. Such police

are also involved in unlawful acts and citizens fear them for their brutality. Consequently, police reforms are more than having enough police officers to serve the public. It includes training on use of technology, human rights and modern crimes. The need for training was emphasized during senior police officers’ interviews.

Summary of Findings Recommendations

The findings of the study indicated that police reforms are not well implemented at the parklands police station. That is shown by the results of the questionnaire and the interview conducted to the senior police officers. The respondents strongly agreed that Police are exposed to capacity building and training. The findings of the study also indicate that the respondents disagreed and strongly disagreed that police are recruited according technical aspects, enhancing their competence in work performance. Most of the respondents disagreed that there is capacity building of officers on human rights and public relations to lower human rights violation. Majority of the participants also disagreed that there are enough police officers at the station to reduce crime rate, improve public order, and for fast response to emergency. Majority of the respondents supported the statement that police follow the rule of law when discharging fire arms; most of the respondents did not support the statement that vehicles are well serviced for fast response to crime scenes. These findings were supported by interview results.

Based on the findings of this study, it is concluded that most aspects of police reforms have not been realized in parklands police station. That is evidenced by the fact that police are not recruited based on technical aspects, which would enhance their work performance competence. There has been low to no development of the police officers’ skills on human rights and public relations to decrease police actions that violate human rights. Moreover, the number of police officers at parklands police station is inadequate, thus crime rate is high and there is slow response to emergency and low maintenance of law and order. It also come out that police vehicles are not serviced for fast response to crime.

To realize implementation of police reforms, there should be changes in the police command structure. The police command structure should be developed in a manner that ensures it clear to all including members of the public. The command structure should be organized in a way that ensures that police officers receive clear instructions from the top commander. The system should also support rapid flow of information to ensure fast response to emergencies.

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