

International Journal of **Public Policy and Administration**

(IJPPA) **Effectiveness of Working Conditions on Performance Among
Kenya Police Officers in Marsabit County, Kenya**



**CARI
Journals**

Effectiveness of Working Conditions on Performance Among Kenya Police Officers in Marsabit County, Kenya

¹Benard Mogaka & ²Dr. Wilson Muna [PhD]

¹Master's student, public policy and Administration, Kenyatta, university, Kenya.

²Lecturer, public policy, Administration and management, Kenyatta university Kenya

Corresponding Author's Email: bitaribenard@yahoo.com

Abstract

Purpose: Notwithstanding the government's reform exertions in the security sector, performance remains below expectations, with criminal activity increasing on a daily basis. The factors contributing to this lousy performance have yet to be fully explored. The problem has a negative impact on the performance of security officers, who play an important role in insecurity issues. Because without security, economic development is a futile dream. To this end, the study aimed to examine the effect of working conditions on the performance of police officers in Marsabit County, Kenya.

Methodology: The focus is on the National Police Service. Respondents were selected from Kenyan police officers deployed in the area as they are responsible for maintaining public order. The data was collected from a total of 13 police stations. For the study, 306 target populations were considered. 91 police officers were randomly selected using a simple randomization method. The study examined promotion procedure, as the independent variables vis-a-viz performance as the dependent variable. Preliminary data collection required self-administered questionnaires for the target population. The researcher applied the test re-test technique to choose the reliability of the exam study. To establish the relationship between the variables, Pearson correlation analysis was performed on the dependent and independent variables at the 95% confidence interval. The data was prepared by distributing questionnaires to the assessed population. The collected data were analyzed qualitatively and quantitatively guided by the research topics and goals. Testing of quantitative information was performed using descriptive and inferential statistics and data presented in; tables, pie charts, graphs, tables and figures. When data is collected from open-ended questions, qualitative data is analyzed and presented according to themes.

Findings: A conclusion was arrived that the subject under study was viable. Working conditions directly affected the performance of police officers from the study.

Unique Contribution to Theory, Policy and Practice: Recommendation was given. All data collected for review and publication were informed on this topic. Aggregated data securely stored by electronic means.

Keywords: *Promotion Procedure, Duty Assignment, Deployment, Performance, Working conditions*

1.0 BACKGROUND OF THE STUDY

The development and progress of any economy directly depends on a harmless and protected atmosphere. Police service is the balance of such an environment. Fair police accountability in a democratic process is essential and sophisticated [Carter & Sapp 1992]. They must uphold the law, respect constitutional restrictions on the exercise of government power, respond to individual requests for assistance, and respond to society's needs for security [Travis 1996]. If the police do their job well, the community or society will benefit even more; if the police act miserably, the damage to police confidence and democratic ideals may be irreparable [Goldstein 1997]. Security has essentially become a global surveillance concern. As a result, several countries have come together to develop policies that focus on creating a flourishing atmosphere for development and mission. However, insecurity persists around the world. As issues of insecurity become exponentially daily news, police action is an essential element. Several problems appear when it comes to performance. This study focuses on how promotion, duty assignment and deployment affect police performance.

Business fairness is a tool used to understand work Behaviors and form judgments about relationships and consequences. [Cojuharenco & Patients, 2013]; [Jelley, Bonaccio, & Chiochio, 2014]. Occupational fairness refers to the standards and procedures used to make choices, such as wage increases in addition to job gains, that are fair and reasonable,[Cloutier, Pascale, & Bilodeau, 2012]. Claimed equity affects how workers relate to their organization and is important to worker performance.

(Cojuharenco & Patient, 2013; García-Izquierdo et al., 2012; Jones & Skarlicki, 2013). In Louisiana, the city used two systems (senior and merit-based promotions) to promote city police officers. However, these systems have been flagged as obsolete and do not serve employees, departments, and careers. Thompson (2005); Tobias (2004). Promotion based on seniority depends on the length of the company's tenure (García-Izquierdo et al., 2012). In contrast, performance-based job gains depend on employee success and performance (Louisiana Legislature Amended Regulation [LARS] 33, 2016). Although the merit-based system is a widely accepted means of rewarding exemplary work, the system is still abused through corruption, favouritism, autocracy, tribalism. and cronyism in promotions, [Thau & Mitchell ,2010]. The study sought to uncover the shortcomings of a system that required spelled instructions to deliver promotions and rewards for outstanding work. The results of the study show that police departments consider merit-based promotion unfair because it creates a foothold for cronyism, tribalism and corruption. Traditional advertising methods are quite acceptable, with seniority being more influential in promotion decisions in Louisiana, Dragon et al. (2014).

In Uganda, research findings suggest that extrinsic factors such as promotion are sufficient to influence the creation of a stable job in place, [Koonz & Leizichi,1991]. However, the same results explain that if the hype can be matched with a high level of performance as a working condition, then Ugandan police officers will have the best personnel. In 2005, the President of Uganda upgraded police officers to 82nd rank to reduce change and distrust, and to enhance the overall obligation of the police force to their work. The absence of recognized

results is rebellion, slowness, high risks, incessant complaints, and more sales, [Githuku, 2009].

NPS has mechanisms for selecting police officers for promotion in Kenya. It is important to examine how existing promotion systems affect police performance. According to IPRA (2016), Kenyan police have been ranked in the top 5 worst performing police in the world. In 2019, in order to correct the tarnished name of the police industry, the new Inspector General said that the police industry had been stagnant for 15 years and needed to be promoted to rank in order to affect the career (ROK, 2019). In addition, the Chairman of the National Commission on Police Services also announced that five hundred police officers over the age of 50 will be recruited by July 2019 as part of a restructuring to address inactivity and spreads in NPS (Bus Daily, April 30, 2019). This begs the question: if there is a promotion structure among the police, why have they not been promoted as intended?

1.1 Statement of the Problem

Despite the enhanced policing reforms introduced by the National Police Act 2011, the performance of Kenyan police officers remains a factor in insecurity growing to worrying levels, [Ombaka, 2015]. As mentioned earlier in the study, working conditions play an important role in how effective police officers are. At the same time, the work effort of police officers governs the level of their job performance; their obligation to work is designed by variables that affect their working conditions [Maslov, 2015]. Regarding the study area, insecurity is living well. Police officers are deployed to maintain public order and fight crime. However, murders and rustling cattle are still on the rise [Nyuguto, 2020]. Could this be a result of the poor performance of officers deployed in the area? Therefore, the researcher sought to assess the effect of working conditions on the performance of Kenyan police officers. Specifically, the researcher aimed to probe how promotion procedure affects the performance of Kenyan police officers in Marsabit County, a region tainted with a high level of insecurity

1.2 Research Objective

To examine how promotion procedure affect performance among Kenya police in Marsabit County.

1.3 Research Question

How does the promotion procedure distress performance among Kenya police in Marsabit County?

2.1 THEORETICAL FRAMEWORK

2.1.1 Principles of Administrative Management Theory

The principles of organizational management were recognized by Henri Fayol, chief executive officer and mining engineer, when he judged a company by the perceptions of its executives and the conditions they might encounter. The theory holds that influential managers have six main roles, as listed: project, conspire, coordinate, guide, and regulate. He developed an ethos based on the ways that managers must form and integrate with other

employees. For Fayol, these guidelines should not be inflexible but should leave managers to establish how they use them to function effectively. The guidelines require workers to show initiative and employers to practice fair play. In addition, employers are invited to provide better compensation. Compensation should be based on performance ratings to link workers to the organization. The division of labor stipulates that workers must be assigned tasks based on their abilities and interests to help them become more productive and resourceful. And that employee must take orders from a single direct supervisor, be accountable to that individual, and have a balance between the individual's interests and the company's concerns. However, the company's welfare must take precedence as it will transfer the compensation to the person in question.

Furthermore, Fayol's principle of centralization states that the highest level of authority must be centralized. For a business to do business easily, the right person must have the right profession and have stability in terms of tenure to be effective. The theory that defines how task assignment should be approached in such a way that the workforce optimizes their skills.

2.1.2 Bureaucratic Management Theory

The theory of bureaucratic management initiated by Max Weber is based on the premise of structuring institutions to have appropriate governance guidelines. The founding principles of this agreement include the flow of instructions, the correct allocation of labor, the separation of personal and corporate assets from their owners, strict and reliable guidelines and protocols, the maintenance of Thoroughly record and archive, identify and enhance employee positions, their job performance and acquired skills.

3.0: RESEARCH METHODOLOGY

This research implemented an expressive testing strategy that accumulates data to generate interpretations around the research subject. In addition, the strategy creates a favourable atmosphere for participants to guide their opinions, practices and submissions on how effective working conditions affect police performance.

3.1 Target Population

The survey beset the population of 306 Kenya Police Service work units based in Marsabit County, divided by the government into four (4) sub-counties presented in Table 1 below. The subject consisted of officers manning posts and stations. The research also took into account officers across all ranks, genders, working hours and subdivisions inside the stations.

Table 1: Study Beset Population size

Sub-County	Population	Percentage
Moyale	100	32.7%
North-Horr	76	24.8%
Saku	43	14.1%

Laisamis	87	28.4%
Total	306	100.0%

The study implemented [modest and stratiform random sampling] methods to provide more comprehensive and reliable data (Kothari & Gag, 2014). The stratiform statistical method produces estimates of the limited population total with remarkable accuracy and warrants an additional illustrative illustration obtained from a comparatively normalized population [Kothari 2006].

The collected data were analysed qualitatively and quantitatively. Testing of quantitative information was performed using descriptive and inferential statistics, tables, pie charts, tables, frequencies and percentages. When data were collected from open-ended questions, qualitative data analysis was applied and the data presented by themes. According to Kothari (2004), a linear regression model has one continuous outcome and multiple predictors or response variables. They propose that a regression model applies the format; $Y = \alpha + x_1\beta_1 + x_2\beta_2 + \dots + x_k\beta_k + \epsilon$. Therefore, the study adopted a regression model to reflect the performance measures among Kenyan police officers as follows;

$$y = a + b_1X_1 + b_2X_2 + b_3X_3 + \epsilon.$$

Where

y = Performance among police officers, a is Constant, X_1 =Promotion Procedure, X_2 is duty Assignment, X_3 is deployment, B_i is coefficients, and ϵ is the error term.

4.0 FINDINGS AND DISCUSSION

A total of ninety-one (91) usable responses were obtained, giving a response rate of 100%. According to [Harris, Holyfield, Jones, Ellis, et al (2019)], a response rate of over 70% is considered sufficient for generalizing about the topic under study.

4.1 Descriptive Analysis

Promotion Procedures and Performance among Police Officers

Table 2: Promotion Procedures and Performance among Police Officers

Statement	5		4		3		2		1		\bar{x}	SD
	f	%	f	%	f	%	f	%	f	%		
There is no laid down proper promotion procedure	10	11.0	28	30.8	7	7.7	30	33.0	16	17.6	3.15	1.33

It takes many years before getting promotions	9	9.9	16	17.6	7	7.7	37	40.7	22	24.2	3.52	1.303
Promotions are done based on unfair means	13	14.3	25	27.5	8	8.8	30	33.0	15	16.5	3.10	1.359
I know that I'm supposed to have been promoted to the next rank	8	8.8	11	12.1	18	19.8	31	34.1	23	25.3	3.55	1.241
There is much bureaucratic management of police operations	15	16.5	18	19.8	13	14.3	26	28.6	19	20.9	3.18	1.403
Aggregate Score											3.3	1.327

Key: 1 – Strongly Agree, 2 – Agree, 3 – Not Sure, 4 – Disagree, 5 – Strongly Disagree, SD – Standard Deviation, \bar{x} - Mean

Source: Survey Data (2022)

According to the responses obtained in this study, it can be seen that the majority (33.0%) of the respondents agree with the statement that “no suitable promotion process has been established”. However, another percentage (30.8%) of respondents disagreed with this statement, while 17.6% strongly agreed and 11% strongly disagreed with this statement, with only 7.7% said that they are not sure. This has drawn mixed reactions. In conclusion, no promotional process was clearly defined, as detailed by an average of 3.15 and standard deviation of 1.33.

Furthermore, the majority (40.7%) of respondents in the sample agree and 24.2% strongly agree with the statement that “it takes years to get promoted”, while 17.6% disagree Notice that it takes years to get promoted and only 9.9%. Completely disagree with the statement.

Same statement and only 7.7% said they were not sure. However, most of the participants pointed out that it takes years to get the promotion because it is not easy to get the promotion.

Sample respondents were asked to indicate that weather promotions were made on unfair means, according to the responses obtained, the majority (33.0%) and another 16.5% agree and strongly disagree with the statement that promotions are made through means unfair, another 27.5% and 14.3% respectively do not. agree and strongly disagree with the same statement while only 8.8% are not sure. Tribalism, corruption, patronage, and other factors tried to deny the promotion of worthy officers, as Figure 1 summarizes.

The majority (34.1%) and some (25.3%) of the respondents strongly agree and agree with the statement that they know they are supposed to be promoted to the next level, while 19.8 % uncertain and only 12.1% and 8.8%. disagree and strongly disagree with the statement. As quoted by the mean is 3.55 and the standard deviation is 1.241. They said that the rank they held at the time of this study was below their expectations and felt that they should have been promoted to the next ranks at the time.

Respondents continue to agree and strongly agree with the majority (28.6% and 20.9%) that there is a lot of bureaucratic management of police operations, while some (respectively 19.8% and 16.5%) disagree and completely disagree with this statement, while the remaining 14.3% disagree. Of course, this bureaucratic control over police operations hinders the promotion process.

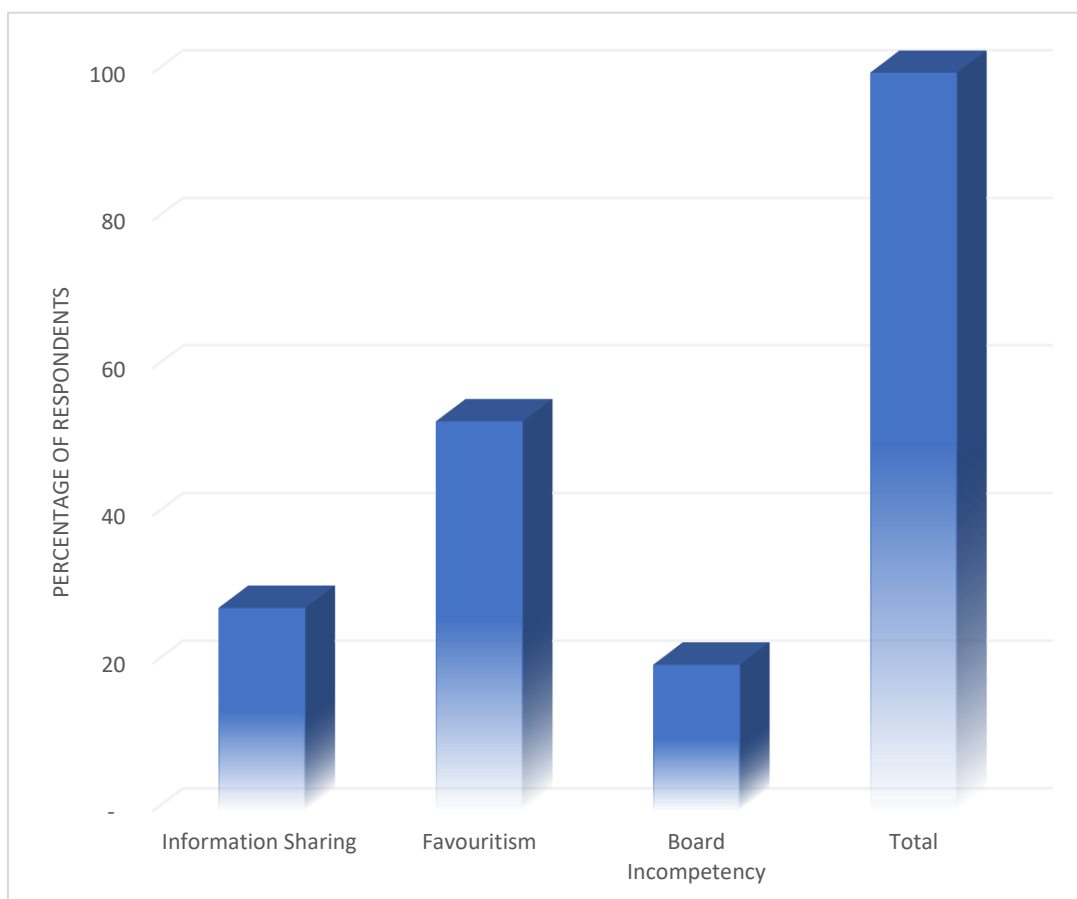


Figure 1:
Police

officer's view on promotion procedure vs. performance

The research sought to gather police officers' views on promotion procedures versus performance. This is important because it allows respondents to freely speak about obstacles to their employment growth. It's clear that patronage is the best when it comes to promotions. Rising to 53%, respondents highlighted bias as the most important factor that plays a major role in determining the promotion of police officers. The majority of respondents were of the opinion that the promotion process in the Kenyan police needed comprehensive reform as in most cases the process was contaminated with corruption, patronage and autocracy. Therefore, the most qualified cadres are excluded for the reason that they are not privy to what goes on.

The situation remains exacerbated by the virtue of the NPS not having a standard method for assessing skills of officers to be recommended for upgrade; Further, senior officers tended to reward interests of their preferred candidates, as confirmed by a key ROX1 informant who pointed out misconduct. I was asked some tough questions, but when my colleague walked into the same interview, being asked by the judges just one simple question to sing the first verse of the national anthem and deliver it, made me disappointed, he was offered a promotion and I passed and no explanation was given.

The means through which officers get designated for upgrade in the NPS portrays several gaps that some commanders habitually use to sneak attacks on officers who do not have the necessary skills.

Some respondents said that information about vacancies and suitable information for promotion has not been shared in a timely manner among police officers. Most of them said that the communication about promotion is very short, sometimes late at night, so they feel "ambushed to prepare and attend the promotion interview that they have not prepared well enough to do".

They received information late or little so they were not well prepared to sit in front of the interviewing panellists. It could be a well-played plot to keep only a handful of cops that get incentives for promotions. This claim was corroborated by ROX2 respondents, who said: "Decision-making takes too long because you have to follow the whole chain of command about advertising. Limited pronouncements are made at the police station stage lacking involvement of the police headquarters. Often, we feel unfulfilled by the delay in communicating important information to our officers, especially when all chains of orders must be followed.

Another factor that emerged was the incompetence of the promotion committee. Most of the staff felt that the panellists were not qualified to carry out the planned interviews. This can be attributed to some of them being promoted through reckless behaviour without having the necessary qualifications and ending up asking irrelevant questions in panel interviews. Many respondents said they were sometimes faced with "awkward and irrelevant questions" during promotion committee interviews.

Table 3: Police officers view on their Performance

Statement	5		4		3		2		1		\bar{x}	SD
	f	%	f	%	f	%	f	%	f	%		
My job performance is excellent											2.92	1.392
My job performance is very good											2.97	1.394
My job performance is good											3.01	1.394
My job performance is poor											2.99	1.394
My job performance is very poor											2.82	1.371
Aggregate Score											2.942	1.389

Key: 1 – Strongly Agree, 2 – Agree, 3 – Not Sure, 4 – Disagree, 5 – Strongly Disagree, SD – Standard Deviation, \bar{x} - Mean

Source: Survey Data (2022)

The study aimed to determine how Marsabit County police officers would rate themselves based on their performance. The majority (19% disagree and 25% disagree) admit that their work results are not excellent. However, 42% (19% disagree and 23% disagree) admit that their job performance is not very good. In addition, 40% (19% disagree and 21% disagree) admit that their work results are not good. However, 40% (21% agree and 19% strongly agree) respondents agree that their job performance is poor. In addition, 31% (15% strongly disagree and 16% disagree) agree that their job performance is very poor. According to the research, it appears that the performance of police officers is being studied below expectations. As Were, Gakure & Kirathe (2012) pointed out, "...reward management positively affects employee performance." The statistics presented can only be attributed to unfavourable working conditions.

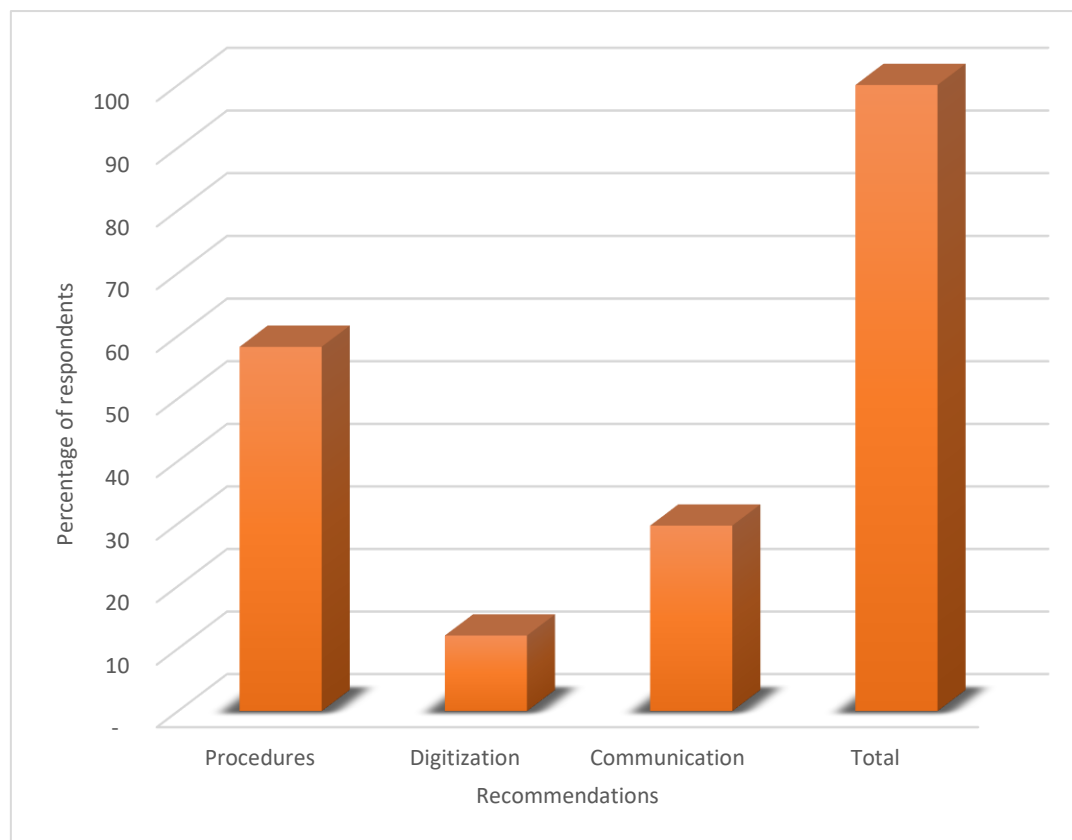


Figure 2:
police

officer's recommendation on how to improve performance

The results were grouped into topics and the following findings were concluded: The majority felt that NPS should improve rigorous promotion procedures. They recommend that existing promotion procedures be reviewed and implemented without affecting the selection process. It is further recommended that promotion be conducted by competent commanders with extensive knowledge of police operations and during promotion committee interviews, officers were required to answer standard questions approved by all panellists. In addition, some indicate that appropriate communication channels must be traced for all police officers. Police stations must be well equipped in terms of personnel and equipment to function effectively and must have an enabling environment for effective and efficient information sharing. Another group (12%) of respondents believe it is time for the NPS to digitize the HR department of the police headquarters. They say this will ensure that the track record of police officers in their duty area is accessible at the touch of a button. This will maintain fairness and transparency in promotion, deployment and posting among deserving police officers. Accordingly, the results are similar to Hitt et al. (2005) in emphasizing that technology makes life smooth and easy. The concept also applies to record keeping and task assignment, as well as deployment and promotions. An organization that is attuned to current technology often has an edge over technologically weak organizations, not only in terms of competition but also in performance. Through digitization, NPS can easily improve the performance of police officers by serving all with fairness and dignity

4.2 Inferential Analysis

4.2.1 Correlation Analysis

To establish the relationship between the variables, a Pearson correlation analysis was performed on the dependent variable (Kenya police operations) and the independent variables (promotion process with a confidence interval of 95%).

Table 4: Correlation Analysis

Variable	Promotion Procedure	Duty Assignment	Deployment
Promotion Procedure	1	0.323**	0.706**
		0.000	0.000

Source: Survey Data (2022)

According to the analysis summary in Table 4, it shows that the correlation at 5% significance level between promotion procedure and task is 0.323, promotion procedure This finding shows a strong association between the variables being studied, suggesting that a change of the variables [promotion procedure,] results in a significant change in Kenyan police operations.

4.2.2 Regression Analysis

A multiple regression analysis was performed to determine how an effective working condition was on Kenyan police operations in Marsabit County. Table 5 summarizes the results.

Table 5: Model Summary

R	R ²	Adjusted R ²	Std. Error of the Estimate	Change Statistics		
				R ² Change	F Change	Sig. Change
.558 ^a	.628	.615	.773	.128	4.142	.001

Source: Survey Data (2022)

Grounded on the results in Table 5, an adjusted R² of 0.615 (61.5%) is observed, indicating that Kenyan police performance is determined by the promotion, while the remaining percentage (38.5%) explained for other variables not mentioned in this study

Table 6: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.907	3	3.302	16.107	.001 ^a
Residual	67.560	299	0.205		
Total	77.467	302			

Source: Survey Data (2022)

Based on the numbers in Table 6, the significance level (sig.) of 0.001^a is less than 0.05, showing the statistical significance of the working condition efficiency model to the scene performance. Kenya in Marsabit County. The calculated value of F (16.107) is higher than the calculated value of F (3,302) at a threshold value of 5%, which confirms the validity of the model.

Table 7: Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.581	.698		0.832	.001
Promotion Procedure	0.659	.164	4.045	4.018	.000

Source: Survey Data (2022)

The regression equation formed is: $Y = 0.581 + 0.659X_1 + 0.699X_2 + 0.580X_3 + \varepsilon$. Where Y = Kenya Police Performance, X_1 = Progression, X_2 = Delegation and X_3 = Deployment.

Based on the analysis summary in Table 7, the constant value 0.581 represents the performance of the Kenyan police when the independent variables (promotion procedure) are at 95% confidence intervals. Furthermore, when the promotion procedure is increased by one unit, the performance of the Kenyan police changes by a factor of 0.659.

5.1 Summary of Findings

Research shows that the majority of police officers in Marsabit County understand that the national police promotion procedures do exist but they are not properly implemented. Majority of respondents claiming that the measures applied to select the police for promotion in the service were unfair.

5.2 Conclusion

Improving police working conditions through timely promotion will play an important role in improving the performance of the Kenya National Police Service. Basically procedures for promotion, as working conditions, affect the performance of police officers.

5.3 Recommendations

The NPS needs to put in place better promotion and reward policies so that an officer who has served for a specified time without being disciplined and who has passed all exams to automatically be promoted to the next level.

REFERENCES

- Adegoke, N. (2014); Factors Affecting Performance of Nigerian Police. Zone two, Police Headquarters, Lagos Nigeria/Global. *Journal of Applied Management and Social Science*16-24
- Aziz, A (2006). Changes in Police Department Needed. *Journal vol .3 no.6.*
- Bayley, G.H (2016). The complexities of 21st Century Policing. *A policy and practice Journal*10 (3), 163-170.<https://doi.org/1093/police/paw19>
- Bercal, T. (1970). *Calls for police assistance: Consumer demands for governmental service.* American Behavioural Scientist, Vol. 13, pp. 681-91.<https://doi.org/10,1177/000276427001300>
- Berry, J. (2009), *Reducing Bureaucracy in Policing – Full Report.* Home Office, London.
- Bishop, S.A. (2013). *An evaluation of the promotional process in a significant Policing in the Police Department of Texas Metropolitan.* Journal of International/vol 36, No. 1 (2013)<https://doi.org/10/1108/13639511311302470>
- Bordua, D. and Tiffit, L. (1971). *Citizen interviews, organizational feedback, and police-community relations decisions.* Law & Society Review, Vol. 6, pp. 155-82.<https://doi.org/10.2307/3052850>
- Borg, W.R. & Gall, M.D. (2003). *Educational Research: An introduction* (5th Edition.) New York: Longman.
- Brewin CR. Andrew, B. Rose S.& Kierk M. (1999) “A cute stress disorder and posttraumatic stress disorder in a victim of violent crime” *America Journal of Psychiatry* 156-366-366 <https://doi.org/10.1176/ajp.156.3,360>
- Brown, J. J & Campbell, E. (1994) *Stress and Policing: Source and Strategies.* Chichester John Willey & Sons
- Bryden, A. (2008). *Police performance and activity measurement.* Trends and Issues in Crime and criminal justice Series, No. 180, pp. 1-6.

- Chtalu, K. A. (2014). *The Challenges related to police reforms in Kenya: a survey of Nairobi County, Kenya*. (Unpublished Master's Research Thesis). The University of Nairobi, Kenya.
- Cloutier, J., Pascale, D. L., & Bilodeau, H. (2012). *Collective Bargaining and Perceived Fairness: Validating the Conceptual Structure*. *Relations Industrial's*, 67(3), 398. Doi: 10.7202/1012537ar.
- Cojuharenco, I., & Patient, D. (2013). Workplace fairness versus unfairness: Examining the differential salience of facets of organizational justice. *Journal of Occupational and Organizational Psychology*, 86(3), 371–393. doi:10.1111/joop.12023
- Cooper, D.R & Schindler, P.S. (2006). *Business Research Methods* (9th Edition.), New York: McGraw Hill.
- Dawson, D., & Reid, K. (1997). *Fatigue, alcohol, and performance impairment*. *Nature*, 388, 235. <https://doi.org/10.1038/40775>
- Dennis & Robert (1999). *Police and Policing: Contemporary Issues*, Greenwood Publishing Group.
- Department of Safety and Security (2001) Annual Report. Pretoria: Government Printer.
- Deuchar, R. Fallik S.W. & Crichlow. V.J (2018) Desponded officer narrative and the pots Ferguson effect. Exploring law experiment perspective and strategies in South American states are policing and society (1-16) focusing on the police force in Nairobi Kenya. *Internal Journal of Business and Social Science*, 195-2014.
- Dragos, I., Ispas, D., Sulea, C., & Ilie, A. (2014). Vocational Fit and Counterproductive Work Behaviors: A Self-Regulation Perspective. *Journal of Applied Psychology*, 100(1), 21-39. <https://doi.org/10.1037/a0036652>
- Flanagan, R. (2008). *The Review of Policing – Final Report*, Home Office, London, January. IJPSM 24,2 154
- García-Izquierdo, A. L., Moscoso, S., & Ramos-Villagrasa, P. J. (2012). Reactions to the Fairness of Promotion Methods: Procedural justice and job satisfaction. *International Journal of Selection and Assessment*, 20(4), 394–403. doi:10.1111/ijsa. <https://doi.org/10/1111/ijsa.12002>
- Githuku, S (1997), How to Motivate Employees for Peak Performance, the East African, August 4th –10th
- Goldstein, H., (1977). *Policing a Free Society*, Cambridge, MA, Ballinger Publishing Company.
- Gray, E.D. (2009). *Doing research in the Real World* (2nd Edition): Sage Publications Limited.
- Gray, T. (1997). *Research Methods and Statistical Analysis*, Edward Boston: Longman
- Handem. A (2008). Demographic and Workplace Characteristics add to the Prediction of stress and job satisfaction within the police workplace. *Journal of Police and*

- Criminal Psychology*, Vol. 16 No. 1, pp. 29-39. Determinants of job satisfaction
141.<https://doi.org/10.1007/bf.02802731>
- HM Treasury (2006). *Delivering a Step Change in Performance*. PEG 24 (06), HM Treasury, London.
- HMIC (2005). *Closing the Gap: A Review of the Fitness for the Current Structure of Policing in England and Wales*, HMIC, London.
- Home Office (2008a, b, 2009). *The Green Paper – From the Neighborhood to the National: Policing Our Communities Together*. HMSO, London.
- Infotrak, (2017). *Baseline Survey on the National Police Service Reforms Programme*. Nairobi, Kenya.
- Johnston L. (2004) *Diversifying Police Recruitment? The Deployment of Police Community Support officers in London*, *Unpublished Manuscript*.
- Kipkirui, F. T. (2014). *Challenges of Strategy Implementation at the National Police Service*. (Unpublished Master's Research Project). University of Nairobi, Kenya.
- Kombo, K.D & Tromp, L.A. (2006). *Proposal and Thesis Writing*: Don Bosco printing press, Kenya.
- Kothari, C.R & Garg G. (2014). *Research Methodology: Methods and Techniques* (3rd Edition), New age international publishers. Louisiana State Legislature Revised Statutes. (2016). Retrieved September03, 2021, from https://legis.la.gov/Legis/Laws_Toc.aspx?folder=75&level=Parent
- Kothari, C.R (2006). *Research Methodology: Methods and techniques* (1 st Edition), New age international publishers.
- Mbogoria, K. (2010-2014). *A country under siege: The state of Security in Kenya an Occasional Report*, Kenya National Commission on Human Rights (KNCHR): Nairobi, Kenya.
- McLaughlin, K., Osborne, S.P. & Ferlie, E. (Eds) (2002). *New Public Management: Current Trends and Future Prospects*. Routledge, London.
- Moore-Ede, M. (1993). *The 24-hour society: Understanding human limits in a world that never stops*. Reading, MA: Addison-Wesley.
- Mugenda, O. & Mugenda, A. (2003). *Research Methods: Quantitative and Qualitative Methods*, 2nd Edition. Nairobi. ACTS Press